

# **Factors Affecting Implementation of Quality Excellence Framework at a Senior Management Level in the Context of Dubai**



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# TABLE OF CONTENTS

TABLE OF CONTENTS	II
LIST OF TABLES	XI
LIST OF FIGURES	XIII
DEDICATION	XIV
ACKNOWLEDGEMENT	XV
GLOSSARY OF TERMS AND ABBREVIATION	XVII
ABSTRACT	XVIII
CHAPTER ONE - INTRODUCTION	
1.0 Chapter Introduction	1
1.1 Research Back Ground	1
1.2 The Need and Originality of Research	3
1.2.1 The Scarcity of Research on Quality Framework Implementation in Dubai	3
1.2.2 Governmental Backing for Excellence Implementation	5
1.2.3 Research Focus on Senior Management Level	6
1.3 Problem Statement	8
1.4 The Research Outline	9
1.4.1 Research Aim	9
1.4.2 Research Questions	9
1.4.3 Research Objectives	10
1.4.4 Tabular view of Research Aim, Research Questions and Research Objectives Alignment	11
1.5 Expected Contribution to Knowledge	11
1.5.1 Expected Contribution to Knowledge in Theoretical Terms	11
1.5.2 Expected Contribution to Knowledge in Practical Terms	12
1.6 Literature Review (Chapter-2)	13
1.7 The Dubai Context (Chapter-3)	14
1.8 Research Methodology (Chapter-4)	14

1.9	Research Findings (Chapter-5)	15
1.10	Discussion (Chapter-6)	15
1.11	Conclusion, Contribution to Knowledge and Recommendations (Chapter-7)	16
1.12	Chapter Summary	16
	CHAPTER TWO - LITERATURE REVIEW	
2.0	Chapter Introduction	17
2.1	The Meaning and Definition of 'Quality'	17
2.2	Definition of Total Quality Management (TQM) and Excellence	19
2.3	Relationship Between TQM and Quality Excellence Framework	22
2.4	Benefits of Adopting TQM and Excellence Model	24
2.5	Confusions of TQM and Excellence Model	25
2.6	Is TQM a Fad?	27
2.7	What Aspects of Dubai Play Role in Shaping and Influencing the Findings?	29
2.7.1	Economic Growth	29
2.7.2	Competition	30
2.7.3	Expatriate Population	31
2.7.4	Government Backing for Quality / Excellence	31
2.8	Overview of Dubai Quality Award (DQA) Model	32
2.8.1	The Fundamental Concepts of Excellence	33
2.8.2	The EFQM Excellence Model (Basis of Dubai Quality Award)	34
2.8.3	DQA Criteria	35
2.8.3.1	DQA Criteria (Enablers)	35
2.8.3.2	DQA Criteria (Results)	38
2.8.4	RADAR Logic	40
2.8.5	PDCA - The Central Theme Behind TQM and RADAR Logic	41
2.8.6	Dubai Quality Award (DQA) Validity	43
2.8.7	Dubai Quality Award (DQA) Categories	43
2.8.7.1	The Dubai Quality Award Gold Category	43

2.8.7.2	The Dubai Quality Award Category	44
2.8.7.3	The Dubai Quality Award Appreciation Category	44
2.8.8	Rules for DQA Categories	44
2.9	Critical Factors of TQM / Excellence Model Implementation	45
2.10	Factors Affecting TQM / Excellence Models Implementation	51
2.10.1	Building-in Quality	51
2.10.2	Strategy and Priorities	52
2.10.3	Excellence Framework Integration	53
2.10.4	Business Issues	54
2.10.5	Management and Change	55
2.10.6	Overlapping of Responsibilities	56
2.10.7	Coordination	57
2.10.8	Commitment and Participation	58
2.10.9	Perceived Benefits of Excellence	61
2.10.10	Training	62
2.10.11	Leadership Style	64
2.10.12	Management Effectiveness	66
2.10.13	Over-enthusiasm	67
2.10.14	Focus and Quick Fixes	67
2.10.15	Managing Diversity	68
2.10.16	System Thinking for Excellence	72
2.11	Rationale for Selection and List of Factors Affecting Implementation of Excellence Model Criteria at the Senior Management Level	74
2.12	Emerging Knowledge Gaps and Theoretical Contribution Potential	81
2.13	Chapter Summary	83
	CHAPTER THREE - THE DUBAI CONTEXT	
3.0	Chapter Introduction	84
3.1	Geographical Background and Location of the UAE	84
3.2	Location of Dubai	86

3.2.1	Climate	87
3.2.2	Population	88
3.2.3	Historical Background of the Dubai	88
3.2.4	Other Factors Influencing Organisations Life in Dubai	89
3.3	Quality Excellence Framework (Dubai Quality Award) in Dubai	91
3.4	Chapter Summary	92
	CHAPTER FOUR - RESEARCH METHODOLOGY	
4.0	Chapter Introduction	93
4.1	Definition of Research Methodology	95
4.2	Research Philosophy	96
4.2.1	Positivism	97
4.2.2	Phenomenology	97
4.2.3	Justification of adopting 'Phenomenology' as Research Philosophy	99
4.3	Research Approach	100
4.3.1	Quantitative Approach	101
4.3.2	Qualitative Approach	101
4.3.3	Justification of 'Qualitative' Research Approach Adopted	102
4.3.4	Deductive vs Inductive	105
4.3.5	Justification for Research Approach adopted - Inductive	107
4.3.6	Addressing Issues of Credibility, Transferability, Dependability, Confirmability	107
4.4	Research Strategy	109
4.4.1	Selection of Case Study as Research Strategy	110
4.4.2	Justification of the 'Case Study' Strategy Adopted	112
4.4.3	Justification for Choosing Multiple (two) Case Study Organisations	113
4.4.4	Case Study Selection Criteria	114
4.4.4.1	Rationale for Case Study Selection Criteria	116
4.4.4.2	Justification for not selecting Dubai Quality Award Appreciation Category and Non-winners	118
4.4.5	Case Study Comparison Criteria and Organisations to be Focused	118

	for this Research	
4.5	Delimitations of the Study	120
4.6	Data Collection Methods	121
4.6.1	Mixed Method vs Multi method	124
4.6.2	Interviews	126
4.6.3	Semi-structured Interviews	126
4.6.4	Documentation	128
4.6.5	Observations	128
4.6.6	Archival Records	129
4.6.7	Justification for Choice of Data Collection Methods	129
4.6.8	Generating and Developing Interview Topics and Questions	131
4.6.8.1	Steps Taken for Generating and Developing Interview Questions	131
4.6.9	The Units of Analysis	133
4.6.10	Ethical Considerations	133
4.6.11	Triangulation	137
4.6.12	Translation	138
4.6.13	Validity and Reliability	138
4.6.13.1	Construct Validity	139
4.6.13.2	Internal Validity	139
4.6.13.3	External Validity	139
4.6.13.4	Reliability	140
4.6.13.5	What does the term 'Measure' refer to?	140
4.6.14	Sampling Strategy	141
4.6.15	The Position of Interviewees	143
4.6.16	Pilot Study	145
4.6.17	Conducting the Real Case Study	148
4.7	Data Analysis	151
4.7.1	Pattern Matching	153
4.7.2	Explanation Building	154
4.7.3	Time-Series Analysis	155

4.7.4	Logic Models	155
4.7.5	Cross-Case Synthesis	156
4.8	Chapter Summary	156
	CHAPTER FIVE - RESEARCH FINDINGS	
5.0	Chapter Introduction	158
5.1	Data Collection and Coding the Responses	158
5.2	Techniques used in Data Collection	160
5.3	Analysis of Data / Responses	161
5.4	Findings from the Case Study Organisation A (CSO / A)	166
5.4.1	Building-in Quality	167
5.4.2	Strategy and priorities	169
5.4.3	Excellence Framework Integration	171
5.4.4	Business Issues	172
5.4.5	Management and Change	173
5.4.6	Overlapping of Responsibilities	175
5.4.7	Coordination	176
5.4.8	Commitment and Participation	177
5.4.9	Perceived Benefits of Excellence	179
5.4.10	Training	180
5.4.11	System Thinking for Excellence	181
5.4.12	Leadership Style	183
5.4.13	Management Effectiveness	184
5.4.14	Over-enthusiasm	185
5.4.15	Focus and Quick Fixes	187
5.4.16	Summary of Identified Common and Unique Factors in Case Study A (CSO / A)	188
5.5	Findings from the Case Study Organisation B (CSO / B)	189
5.5.1	Building-in Quality	190
5.5.2	Strategy and Priorities	191
5.5.3	Excellence Framework Integration	192

5.5.4	Business Issues	194
5.5.5	Management and Change	195
5.5.6	Overlapping of responsibilities	196
5.5.7	Coordination	197
5.5.8	Managing Diversity	199
5.5.9	Commitment and Participation	200
5.5.10	Perceived Benefits of Excellence	202
5.5.11	Training	203
5.5.12	Leadership Style	205
5.5.13	Management Effectiveness	206
5.5.14	Over-enthusiasm	207
5.5.15	Focus and Quick Fixes	208
5.5.16	Summary of Identified Common and Unique Factors in Case Study B (CSO / B)	209
5.6	Chapter Summary	210
	CHAPTER SIX – DISCUSSION	
6.0	Chapter Introduction	212
6.1	Implications of the Quality Award on Organisational Change	212
6.2	Motives for Implementing Quality Excellence Framework	216
6.3	Building-in Quality	218
6.4	Strategy and Priorities	220
6.5	Excellence Framework Integration	222
6.6	Business Issues	225
6.7	Management and Change	227
6.8	Overlapping of Responsibilities	229
6.9	Coordination	232
6.10	Commitment and Participation	234
6.11	Perceived Benefits of Excellence	236
6.12	Training	238
6.13	Leadership Style	241



6.13.1	How the Context of Dubai Plays a Role in Leadership Style	241
6.13.2	Case Study Discussion on Leadership Style	243
6.14	Management Effectiveness	245
6.15	Over-enthusiasm	247
6.16	Focus and Quick Fixes	249
6.17	Managing Diversity	251
6.17.1	How has the context of Dubai Influenced the Emergence of 'Managing Diversity'	254
6.17.2	Managing Diversity Discussion in CSO / B	255
6.18	System Thinking for Excellence	256
6.18.1	How has the context of Dubai Influenced the Emergence of 'System Thinking for Excellence'	259
6.18.2	System Thinking for Excellence Discussion in CSO / A	259
6.19	Critique of the Research Methodology	263
6.20	Chapter Summary	267
	<b>CHAPTER SEVEN - CONCLUSIONS, CONTRIBUTIONS TO KNOWLEDGE AND RECOMMENDATIONS</b>	
7.0	Chapter Introduction	268
7.1	Conclusions	268
7.1.1	Problem Statement and How it was Addressed	268
7.1.2	Achieving the Research Aim of the Study	269
7.1.3	Addressing the Research Questions	270
7.1.4	Achieving the Research Objectives	271
7.2	Contributions to Knowledge	273
7.2.1	Contribution to Knowledge in Theoretical Terms	274
7.2.2	Contribution to Knowledge in Practical terms	281
7.2.3	Contributions of Specific Aspects of the Case Study Organisations	282
7.2.4	Proposed Theoretical Framework and Suggested Implementation Steps	284
7.2.4.1	Suggested Implementation Steps for the Proposed Theoretical Framework	287

7.3	Implications for Senior Management	290
7.3.1	Operational Recommendations for Senior Management based on Implications and Research Findings	294
7.4	Suggestions for Future Research	297
7.4.1	Cogent Propositions in view of New Knowledge	299
7.4.2	Limitations of the research as Suggestions for Future Research	300
7.5	Chapter Summary	302
	REFERENCES	303
	APPENDICES	329
	Appendix-1: Informed Consent Form	330
	Appendix-2: Linkage Between Research Aim, Research Questions, Research Objectives and Interview Questions	331
	Appendix-3: Linkage Between Factors Identified through literature at a Senior Management Level, Research Questions and Interview Questions	333
	Appendix-4: Pilot Interview Transcript	336
	Appendix-5: Main Interview Transcript	343
	Appendix-6: Completed Interview Transcript (Sample)	350

## LIST OF TABLES

<b>SN</b>	<b>Table No.</b>	<b>List of Tables</b>	<b>Page#</b>
1	1.1	Alignment of Research Aim, Questions and Objectives	11
2	2.1	Summary of Rules for Dubai Quality Award Categories	44-45
3	2.2	Factors Extracted from the Literature Review	75-76
4	2.3	Factors Emerged from the Case Study Research	77
5	2.4	Factors Grouping, Organizational Level and Importance Ranking	77-79
6	2.5	Factors Grouping, Individual Level and Importance Ranking	79-80
7	4.1	Contrasting Implications of Positivism and Phenomenological	98
8	4.2	Key Features of Qualitative and Quantitative Research	100-101
9	4.3	The Major Difference between Deductive and Inductive Approaches	106
10	4.4	Relevant Situations for Different Research Methods (by Yin)	109-110
11	4.5	Relevant Situations for Different Research Methods (by Denscombe)	111
12	4.6	The Uses of a Case Study	111
13	4.7	Number of Gold and Award Category Winners	115
14	4.8	Number of DQA Gold and Award Winners in Service and Manufacturing	115
15	4.9	Case Study Comparison Criteria for Selecting CSO / A and CSO / B	119
16	4.10	Six Sources of Evidence	122-123
17	4.10.1	Data Collection Protocol Anticipated	125
18	4.10.2	Data Collection Protocol Eventually Implemented	125
19	4.10.3	Difference between Data Collection Protocol Anticipated and Actually Implemented	126
20	4.11	Case Study Tactics for Four Design Tests	138
21	4.12	The Distribution of Prospective Respondents	142

22	4.13	Interviewee Groups from the two Case Study Organisations	143
23	4.14	Four General Strategies	152-153
24	5.1	Case Study Codes	159
25	5.2	Respondents' (Interviewee) Codes	159
26	5.3	Codes for Identified Factors at Organisational Level Category	160
27	5.4	Codes for Identified Factors at Individual Level Category	160
28	5.5	Development of Coding Categories	162-166
29	5.6	Summary of Identified, Common and Unique Factors in the CSO / A	188
30	5.7	Organisational Level Factors in the CSO / A	189
31	5.8	Individual Level Factors in the CSO / A	189
32	5.9	Summary of Identified, Common and Unique Factors in the CSO / B	209
33	5.10	Organisational Level Factors in the CSO / B	210
34	5.11	Individual Level Factors in the CSO / B	210
35	6.1	Inter-linkages and categorisation of factors identified in literature and identified in the researched firms and context	261-263
36	7.1	Summary of Main Contribution to Knowledge in Theoretical Terms	278-281

## LIST OF FIGURES

<b>SN</b>	<b>Figure No.</b>	<b>List of Figures</b>	<b>Page#</b>
1	2.1	EFQM Excellence Model	34
2	2.2	RADAR Methodology	41
3	3.1	Geographical Map of the UAE	85
4	3.2	Map of Dubai	87
5	4.1	Schematic Summary / Overview of the Research Methodology Chapter	94
6	4.2	Research Design Flow Chart	104
7	4.3	Data Collection Schematic Flow	121
8	4.4	Data Analysis Schematic Steps	151
9	7.1	Proposed Theoretical Framework	283

## DEDICATION



***In the name of Almighty Allah, the  
Merciful, the Compassionate***

Today I Surrender To Your Eminence, O ALLAH!  
Bearing Witness That There Is No God But ALLAH!  
Never Has There Been A Moment Where I Was Abandoned,  
With Selfless Devotion And Unequalled Affection, I Thank You, O ALLAH!  
Thank You For Making Me Capable Of This Contribution,  
Thank You For Answering My Problems With Solutions,  
Thank You For Eliminating My Myriads Of Confusions,  
And If This Work Is Worth Dedicating,  
Then I Bow Before You, Requesting Your Acceptance,  
For This Is Wholly Dedicated To You, O ALLAH!

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## GLOSSARY OF TERMS AND ABBREVIATIONS

<b>Term / Abbreviation</b>	<b>Description</b>
BSC	Balanced Score Card
CEO	Chief Executive Officer
CSO	Case Study Organisation
CSF	Critical Success Factor
DQGA	Dubai Quality Gold Award
DQA	Dubai Quality Award
DQAA	Dubai Quality Award Appreciation
EFQM	European Foundation for Quality Management
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GM	General Manager
MBNQA	Malcolm Baldrige National Quality Award
QFD	Quality Function Deployment
TQM	Total Quality Management
UAE	United Arab Emirates
USA	United States of America

## ABSTRACT

Total Quality Management (TQM) is a philosophy adopted by many organisations around the globe for continuous improvement of processes, products and / or services. Based on the TQM Philosophy, various quality excellence frameworks known as business excellence models and related quality awards have been established in different countries. Dubai Quality Award in Dubai is one such quality excellence framework that is being applied since 1994 by many organisations within Dubai to gain benefits in terms of profits, employee satisfaction and customer satisfaction. To gain anticipated business benefits through quality excellence framework, role of senior management during implementation is crucial as highlighted by most researchers. However, what are the other factors that may affect at senior management level for the implementation of quality excellence framework such as Dubai Quality Award are not comprehensively reflected in the literature. Therefore, many researchers have suggested investigating factors affecting implementation of quality excellence framework at a senior management level. Accordingly there has not been any study conducted in Dubai for the same concern.

The main aim of this research was "*to investigate factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai*". This research has adopted a phenomenological philosophy and has employed multiple case studies as a research strategy. Two case study organisations were selected from Dubai based manufacturing and service organisations. The relevant data was collected through diverse sources of evidences including semi-structured interviews, documentation, archival records and direct observations. Explanation building method was used to analyse the collected data.

The following contributions to knowledge have emerged from this research. This study has identified a list of factors which affect the implementation of quality excellence framework at a senior management level in the context of Dubai. The list of factors include empirically recognised two unique factors related to the implementation of quality excellence

framework at a senior management level, thus contributing towards enhancement of the existing literature. Two unique factors identified are 'system thinking view of the excellence model' and 'managing diversity of workforce'.

Another contribution of this research to the TQM Philosophy and related body of knowledge for quality excellence frameworks is a proposed theoretical framework with implementation steps which will benefit senior management in improving the implementation of quality excellence framework. In addition, the findings of this research strengthen the current literature on quality excellence framework such as Dubai Quality Award and reduce the gap in knowledge in the context of Dubai.

# **CHAPTER ONE**

## **INTRODUCTION**

---

### **1.0 Chapter Introduction**

The purpose of this introductory chapter is to present the background to the study and to provide a rationale for pursuing the issue of quality excellence framework in the context of Dubai. The aim, objectives, and research questions are established, and the expected contributions to knowledge are presented. Thereafter, a brief indication of the proposed research methodology is provided, and this is followed by an outline of the structure of this thesis.

### **1.1 Research Background**

Total Quality Management, or in short TQM, is a sub-discipline of management science which deals with the issue of standardization and enhancement of organisational performance (Evan and Lindsay, 2005). Recent decades have witnessed a widespread acceptance of TQM as a means of gaining and maintaining competitive advantage in the global marketplace. Globalisation concerns have triggered the move to ensure quality, and therefore many organisations globally have been quick to adopt quality models in order to survive in the intense global market competition. Based on TQM philosophy, different quality and excellence frameworks have been developed such as ISO 9001 Quality Management System (ISO 9001 standard, 2008) and excellence models. Indeed, various organisations worldwide have adopted quality models and self-assessment approaches. To name few of the quality models, in United Kingdom and Europe, the European Foundation for Quality Management (EFQM, 2010 and 2013), in United States, the Malcolm Baldrige National Quality Award (MBNQA, Nist, 2009 and 2015), in Japan, the Deming Prize (Juse,

2015), in Australia, the Australian Business Excellence Award (World BAES, 2015) and in Canada, the Canadian Award for Excellence (CAE, 2010 and 2015) have been established.

The organisations in Dubai have not been exempted from the impact of global competition and are, as susceptible to globalisation as any other organisation. In 1999, following directive of Government of Dubai, to strengthen TQM application, Dubai Quality Award Secretariat adapted the quality excellence framework based on the European Foundation for Quality Management (EFQM) excellence model and initiated quality award under such criteria with the brand name of Dubai Quality Award (DQA). Keeping in view local environment and organisational set up, three award categories (DQA criteria, 2013) were developed as Dubai Quality Gold Award (DQA Gold), Dubai Quality Award (DQA) and Dubai Quality Award Appreciation (DQAA). Since then, this award has been conferred to winner organisations from organisational sectors of the economy such as manufacturing and service. Every year approximately 50 companies apply for either category of the Dubai Quality Award, out of which 14 companies are winners on average. DQA secretariat makes huge investment every year to promote, educate and encourage organisations not only to participate in the award but also to implement quality excellence framework. Despite these efforts and assessments, average number of participation and winners remained same, essentially due to limited familiarity regarding time horizon required for the implementation of quality excellence framework and clarity about different factors which organisation may face on this excellence journey (DQA Secretariat, 2013).

## **1.2 The Need and Originality of this Research**

### **1.2.1 The Scarcity of Research on Quality Framework Implementation in Dubai**

The main purpose for conducting this research is the lack of empirical research on the investigation of factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai. While there has been good deal of work done in relation to the factors affecting implementation of TQM and EFQM, most of such studies have been carried out in developed economies (Jaber, 2010; Thiagarajan *et al.*, 2001). A review of the literature by Kim *et al.* (2009), consistent with the comparative study of quality implementation in the Middle Eastern countries by Najeh and Kara-Zaitri (2007), shows that there has been significant research and application relating to the business excellence models and use of associated self-assessment in Western countries. However there is comparative lack of studies in the Middle Eastern countries relating to in-depth implementation studies of business excellence.

This lack of empirical research beyond the developed economies, together with the growing awareness for the application of quality excellence frameworks globally, makes it appropriate to investigate factors affecting implementation of quality excellence framework in the developing economies where there is shortage of relevant information, and where consequently, both academics and practitioners would benefit (Jaber, 2010; Thiagarajan *et al.*, 2001). Furthermore, Kim *et al.*, (2009) review of business excellence research suggests, there is a need for more in-depth observations and context based interpretations.

Commenting on Arab region, Zairi (2006) revealed, there has been no research attempt made to tackle problems from the quality perspective, taking into account the local environment and the current situation within the Arab region (Saudi Arabian Quality

Council, 2006). According to Marri (2007) and Jones and Seraphim (2008), in the Middle Eastern countries, the application of business excellence and self-assessment is less well developed and established beyond that of corporate level applications.

Highlighting UAE and in particular Dubai scenario for quality excellence frameworks implementation, Rodney, William, Adil and Paul (2013) suggested that more research should be undertaken to explore business excellence implementation and critical success factors. They further emphasised, from a practical perspective, there is a need for UAE organisations to develop bespoke approaches for implementing business excellence and self-assessment. Furthermore, there is an opportunity for practitioners to develop awareness programmes in relation to UAE business excellence practices. Advocating it, Conti (2009, p-18) emphasised that *“excellence models are not high level standards, compliance with which guarantees high level performance. They do not give recipes for excellence. They must be understood and interpreted in relation to own situation”*.

Presently Dubai organisations have made little breakthrough in achieving some level of maturity in TQM implementation through applying Dubai Quality Award excellence model. However, so far no comprehensive research has been carried out in Dubai to explore the factors associated with the success and failure of excellence model implementation at a senior management level (DQA secretariat, 2008 and 2014). Thawani (2013; p.9) mentioned in his article on UAEs Journey towards excellence that *"there is shortage of credible research data in the field of quality and excellence in the region. Good opportunity exists to conduct leading edge research on key performance indicators of industries."* Keeping in view DQA model criteria (DQA criteria book, 2003, 2010 and 2013) and considering its implementation in different organisational set ups, it is likely that there may be factors affecting the implementation of these quality excellence framework within the organisations in Dubai those are yet to be determined.

In summary, the importance of quality excellence framework in practice, understanding of related factors, the lack of theory and corresponding research and the need to develop knowledge for the benefits of organisations and academics outside the developed economies, support that expanding the knowledge regarding quality excellence framework implementation is a valid topic to research. To further support it, Mellahi and Eyuboglu (2001) mentioned that the concept of TQM is now well understood in the developed economies; however there is still scarcity of knowledge on TQM in developing countries.

### **1.2.2 Governmental Backing for Excellence Implementation**

Government of Dubai has been at forefront for strengthening TQM through pushing quality excellence framework implementation within Dubai. Therefore, on the directive of the ruler of Dubai, Dubai Quality Award (DQA) Secretariat was established in 1998 within Department of Economic Development in Dubai. The main role of the DQA secretariat was fixed as custodian of Dubai Quality Award model and to promote a culture of excellence within Dubai. Thus, backing and push of the Dubai government (DQA criteria book, 2003, 2010 and 2013) for Dubai Quality Award process and its importance for organisations to win the award for enjoying competitive advantage add to the compelling need for such research.

Quoting the ruler of Dubai, Thawani (2013, p-8) highlighted that during the Emirates Government Excellence Conference, 2013 “Prime Minister of the UAE and ruler of Dubai, emphasized that *“Excellence is a lifestyle, a government culture and a national advantage by which we can make a lot of achievements. The implementation of the UAE Vision 2021 becomes more feasible for us if we establish excellence at all government departments and organisations.”*



### **1.2.3 Research Focus on Senior Management Level**

During literature review, the researcher realised that most of available researches mentioned the factors mostly from overall organisation perspective such as continual improvement rather specifically focusing at any hierarchy level and related concerns from excellence framework view point. Therefore these make it difficult to understand in-depth for issues and concerns at senior management level distinctively. Williams, Champion and Hall (2012, p.7) differentiated top (senior) management and middle management. They stated that top managers are executives responsible for the overall direction of the organisation, whereas middle managers are responsible for setting objectives consistent with top management's goals and for planning and implementing sub-unit strategies for achieving these objectives.

Park (2008, p-98) investigated in her study that the European Excellence Model may be useful as a management control model, however further research is needed in order to supplement the theoretical approach with the collection of evidence on;

- (i) How various ordinary companies and award winning companies are using the EFQM excellence model?
- (ii) Why are they using the model the way they are doing?

Park (2008, p-119) further highlighted it from management control perspective and mentioned “what are major problems when using the model in a real set need to investigate”.

Dubai Quality Award winners continue to see quality management at micro-level and consider policy and strategy at macro-level. It seems there is a lack of understanding of strategic perspective of quality at senior management level (DQA secretariat assessment report, 2008). Therefore this affects the implementation of Dubai Quality Award model in

respective organisations. Identification of implementation issues would certainly enhance their understanding about excellence model (DQA secretariat (2008) / Assessments Report). Emphasising on the role of senior management, Thawani (2013, p-9) stated that "*business leaders need to make quality a top priority. CEOs, CFOs and COOs still need to be convinced of the potential of quality management offers to reduce cost and improve product features and thereby positively impact on corporate performance*". Moreover, implementing business excellence framework will yield benefits only if concepts are well understood at a senior management level and implemented effectively. Ficher (2014) highlighted a similar situation from EFQM organisations and revealed that after 25 years of promoting excellence in Europe, we have found that this aspiration is beyond the means of most organisations. Excellence is simply too hard to achieve in short time which need to be understood by the senior management.

Emphasizing the importance of the senior management role, Dubai Quality Award excellence framework highlights one of the fundamental principle of excellence i.e. leading with vision, inspiration and integrity (DQA criteria book, 2013, p-10). It further defines that "*excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the on-going success of the organisation*" (DQA criteria book, 2013, p-16). Furthermore, recognizing the significance of senior management for excellence, both EFQM and DQA excellence frameworks place '*leadership*' as a first criterion to start the framework criteria (EFQM criteria, 2013 and DQA criteria, 2013). Therefore, based on TQM philosophy and important role of senior management regarding participation and implementation of excellence framework, the present research will study comprehensively, factors affecting implementation of quality excellence framework at a senior management level and thus understand them in the context of Dubai.

To conclude, in view of the scarcity of empirical research in the context of Dubai regarding understanding of factors affecting the implementation of quality excellence framework at a senior management level not only reveal the need of this research but also reflect originality of this study in the context of Dubai.

### **1.3 Problem Statement**

Adoption and application of business excellence frameworks are increasing within organisations globally in order to enhance their customer satisfaction and remain ahead of competition. So, organisations continue focus on overall factors such as continual improvement rather specifically focusing on any hierarchy level and related issues. Therefore, in this connection, most of research studies have been conducted to reflect overall organisational factors and that also in developed countries while very less available in Arab region and in particular within UAE and in Dubai. Therefore making it difficult to understand in-depth for issues and concerns at senior management level distinctively for excellence framework implementation. Dubai Quality Award Secretariat (2008 and 2014) has highlighted that so far no comprehensive research has been carried out in Dubai to explore the factors associated with the success and failure of excellence model implementation at a senior management level. Therefore lack of empirical research on the investigation of factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai makes it appropriate to carry out this research where consequently gap in literature for shortage of information will be fulfilled and thus both academics and practitioners would benefit.

In summary, this is first research of its kind in the Dubai context thus ensures originality of the research, contributes to the body of knowledge through bridging gaps in the literature, revealing factors affecting at senior management level thus will enhance their in-depth understanding and will propose theoretical framework. Furthermore, keeping in view the

problem statement and in order to address it, research aim (refer 1.4.1) is conceptualized, research questions (refer to 1.4.2) are formulated, research objectives (refer to 1.4.3) are set forth and qualitative case study research is conducted.

## **1.4 The Research Outline**

This section highlights the research aim, research questions and research objectives.

### **1.4.1 Research Aim**

The aim of this study is, to investigate factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai.

### **1.4.2 Research Questions**

Based on the research aim and in order to achieve it, four research questions are set forth including:

- 1- What are the factors affecting the implementation of quality excellence framework at a senior management level in the context of Dubai?
- 2- How do these factors affect the implementation of quality excellence framework at a senior management level in Dubai?

3- Why do these factors affect the implementation of quality excellence framework at a senior management level in the context of Dubai?

4- What are the implications for senior management in the implementation of Dubai Quality Award and the proposed theoretical framework?

### **1.4.3 Research Objectives**

In order to achieve the aim of the research and to answer the above main research questions, four objectives are formulated including:

1- To critically review the relevant literature highlighting organisation's factors affecting the implementation of quality excellence framework at a senior management level, in order to identify these factors and understand them in the context of Dubai.

2- To identify factors through field work, those are affecting the implementation of quality excellence framework at a senior management level in Dubai.

3- To conduct an empirical study in the context of Dubai based organisations in order to understand the factors affecting the implementation of quality excellence framework at a senior management level.

4- To develop a theoretical framework and make recommendations to senior management for the implementation of Dubai Quality Award.

#### 1.4.4 Tabular View of Research Aim, Research Questions and Research Objectives Alignment

<b>Research Aim:</b> To investigate factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai		
<b>Research Questions (RQ)</b>	<b>Research Objectives (RO)</b>	<b>Research Method</b>
RQ1	RO1 and RO2	- Literature review - Primary research
RQ2	RO2 and RO3	- Literature review - Primary research
RQ3	RO2 and RO3	- Literature review - Primary research
RQ4	RO4	- Primary Research

**Table: 1.1 – Alignment of Research Aim, Questions and Objectives** (produced for this thesis)

### 1.5 Expected Contribution to Knowledge

#### 1.5.1 Expected Contribution to Knowledge in Theoretical Terms

- The intention of this research is to contribute to the body of knowledge on the factors affecting the implementation of quality excellence framework at a senior management level in Dubai organisations, therefore attempting to bridge the gap in the literature through the findings of this study from Dubai context, hence contributes to knowledge from this geography of the globe as well. As far as the researcher is aware, this study is carried out in an environment (Dubai context) where no previous research efforts have been undertaken to investigate factors affecting implementation of quality excellence framework at senior

management level and consequently, this study is original in its field. According to Thawani (2013), good prospects available for the researchers to conduct pioneering research on the quality and excellence in the region.

- This study is also intended to contribute to the body of knowledge through understanding of the existing factors of quality excellence framework implementation and that required for guiding effective implementation through enhanced understanding of factors at a senior management level in the Dubai context. Kim *et al.*, (2009) suggested that context based study for business excellence models is needed to gain in-depth understanding regarding relevant factors effect on implementation.
- Most of the identified factors in the literature with respect to TQM philosophy are investigated and identified as an overall organisational level rather focusing on the senior management level. The most common having a relation with senior management is appearing as management commitment. In view of establishing whether there are other factors specifically at senior management level, this research will focus on in-depth study of the factors at a senior management level, thus to understand why and how these affect the excellence model implementation so to narrow down the gap in the literature from the senior management level angle as well.
- Finally, this study is also intended to propose a theoretical framework and make recommendations to senior management in order to facilitate implementation of quality excellence framework such as Dubai Quality Award. Zairi (2006) highlighted that dearth of credible research in the Arab region emphasises the need of more realistic and detailed understanding of issues related to senior management. Moreover, some sort of steps to avoid such issues and minimise their adverse impact would be beneficial.

### **1.5.2 Expected Contribution to Knowledge in Practical Terms**

- The study will mainly be valuable to organisations in Dubai which have implemented or

planning for implementation of Dubai Quality Award model as the research findings will help them gain detailed understanding about the factors, why and how these affect the implementation of excellence model criteria at a senior management level. Most of the work was done for TQM philosophy elaborations and explanations while lesser work was done in TQM implementation (Moosa, 2010).

- The findings of this study will also be helpful for other Emirates of the UAE who have similar excellence award with their own brand name, so to enhance understanding regarding factors of senior management level in their organisations and to guide the organisations in their efforts for implementation of excellence model.
- In view of resemblance between European Foundation for Quality Management (EFQM) excellence Model and Dubai Quality Award (DQA) model, the understanding of identified factors will facilitate to increase knowledge and awareness regarding their impact on implementation for organisations in other countries who have adopted EFQM excellence model for organisational excellence.
- The study will also reveal common and unique factors affecting implementation of the excellence model in the case study organisations in Dubai providing deep understanding of why and how they affect in this way.
- Based on the proposed theoretical framework, this study will highlight implications and suggest recommendations in terms of practical steps in order to assist senior management while considering implementation of the proposed theoretical framework.

## **1.6 Literature Review (Chapter-2)**

This chapter has provided a thorough literature review in which various definitions of quality and TQM have been mentioned as expressed by various authors. Moreover, the



relationship between TQM and excellence models, benefits of TQM and excellence framework, and negative aspects have been demonstrated. As this research is being carried out in the context of Dubai, therefore an overview of the Dubai Quality Award model was also presented. The chapter has provided detailed discussion on various critical factors as revealed in the literature. Finally, focusing on the aim and objectives of the study, through the literature review, 14 factors were identified and justified by the author which affect the implementation of excellence requirements at the senior management level. At the end, a summary of these 14 factors has been provided in the form of a list. Moreover, two unique factors identified through this research are also discussed.

### **1.7 The Dubai Context (Chapter-3)**

In this chapter, an overview of the Dubai context has been discussed in order to create an environment where the research took place. Information has been provided about Dubai's geography and historical background including other factors which have influence on the research.

### **1.8 Research Methodology (Chapter-4)**

In this chapter, thorough discussion about the research methodology; philosophy, approach 'qualitative and quantitative', critique and justification of the research approach adopted have been detailed. Moreover, delimitations of this research study have also been mentioned in this chapter. Finally, the researcher discussed the generation of research topics and questions used in interviews when conducted the pilot and real case studies. Based on the aim, objectives and research questions of this study, phenomenological philosophy, qualitative research with multiple case study were adopted. The data was collected by using the semi-structured interviews as the main source of evidence, and triangulated with documentation

review, observation, and archival records. The data collected was analysed by using the explanation building method and reasons for using explanation building also reflected.

## **1.9 Research Findings (Chapter-5)**

This chapter starts with outlining the coding done for responses gathered through data collection, techniques used for data collection and their justification. The chapter then proceeds with thorough discussion about research findings for the case study organisation 'A' mentioned here as CSO / A and case study organisation 'B' noted as CSO / B. During discussion of research findings, it was made certain that research questions are properly addressed and research objectives are achieved. Thus, each factor revealed through literature review was looked into in relation to both case study organisations. While discussing research findings, explanation regarding each factor is complimented with transcribed responses of the interviewees. Finally, research findings discussion reveals common and unique factors comparing those identified through literature review and present in the case study organisations.

## **1.10 Discussion (Chapter-6)**

This chapter presents the discussion on the research findings from the two case study organisations in the light of the literature review. Detailed discussion on each identified factor highlighted various concerns, issues and ideas which affect implementation of quality excellence framework at senior management level, and which might, therefore be witnessed in other similar organisations (manufacturing and service organisations in Dubai). Moreover, the research methodology was briefly reviewed to confirm its applicability for this research study which provided confidence to the researcher for achieving stated aim and objectives. And lastly, few limitations were mentioned.

### **1.11 Conclusions, Contribution to Knowledge and Recommendations (Chapter-7)**

This chapter concluded the research by reflecting how the study has addressed the research questions, met prescribed aim and objectives and so addressed the problem. It also highlighted the contributions made by the study including proposed theoretical framework and suggested implementation steps. Finally this chapter presented implications for senior management and provided recommendations for future research efforts on this subject and in this field.

### **1.12 Chapter Summary**

This introductory chapter has provided overview of the research study, revealed the reasons why this will be valuable for Dubai environment, and thus why it should be conducted. This chapter mentioned the research aim, research questions, and objectives to be achieved. Furthermore, expected contributions to knowledge have been identified, and a summary of each of the chapters has been presented. The next chapter will discuss literature review and critical analysis of it conducted for this research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

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#### **2.0 Chapter Introduction**

This chapter reflects a critical review of the literature, starting with the definitions of quality, TQM and excellence. It then highlights the benefits of TQM and quality excellence framework and problems associated with them. The appropriateness of the TQM philosophy and quality excellence framework in context of Dubai, UAE are discussed. The critical success factors (CSFs) related to the effective implementation of TQM are studied comprehensively, and finally a list of factors are identified to draw on within the empirical characteristic of the study.

In the early 1980s, consumer demands forced organisations around the world to continuously improve their products and services. Different technologies, methodologies and philosophies such as TQM supported companies allowing them to focus on continuous improvement of their goods and services (Bayazit and Karpak, 2007). According to Soltani and Lai (2007), competitive pressure forced many companies to adopt the quality management system in order to gain the consumer trust and ensure business survival.

#### **2.1 The Meaning and Definition of Quality**

Prior to consideration of the TQM and excellence concepts, it is worthwhile to understand the meaning and concept of 'quality'. The word 'quality' stems from the Latin word quails,

meaning 'what kind of' (Besterfield, 2011). According to Sahney *et al.* (2004), it is difficult to define the term that has distinctive meanings to different individuals. According to Evan and Lindsay (2005), the history of quality revealed that to a large extent, the control of quality was in the hands of craft people serving both as manufacturers and inspectors where they dealt with customers directly. Being in control of the kingdom of quality instilled a sense of pride in workers regarding the quality of their workmanship, however this sense of pride was believed to be a positive attitude when the fact that the craft people were adequately trained was proven. Owing to greater complication of products and the higher degree of job specialization, the post manufacture inspection of products became a necessity and inspection became the primary means of 'quality control' (Besterfield, 2005; Evan and Lindsay, 2005). The field of 'quality' originated from Japan in the 1950s and rapidly spread in organisations worldwide highlighting emphasis of Deming on top management leadership and continuous improvement, Juran's quality trilogy such as quality planning, quality control and quality improvement, Crosby's absolutes of quality, conformance to requirements and zero defect approach and lastly Feignbuam's total quality control (Cole, 1998; Evan and Lindsay, 2005; Moosa, 2010; Powell, 1995). Highlighting the importance of continual improvement within strategic management, Ross (1996) mentioned that continual improvement is an organisation's mind set, reinforced and achieved through effective fulfilment of Strategic Management and TQM within all functions, processes and management levels of the organisation. Warwood and Roberts (2004) revealed that the concept of quality has evolved over the last few decades rather being a revolutionary concept.

Various definitions of the term 'quality' have been evolved by different professionals. For instance, W. Edward Deming defined quality as a process that "*should be aimed at the needs of the customer, present and future*" (Deming, 1986, p.5); Joseph M. Juran, defined the quality as "*fitness of purpose or use*" (Juran, 1988, p.11); Armand Feignbaum first highlighted the term "Total Quality Control" defining quality as "*the total composite product and service characteristics of marketing, engineering, manufacturing and maintenance through which the product and service in use will meet the expectation by the customer*"

(Feignbaum, 1963, p.7). Furthermore, Philip B. Crosby highlighted quality as "*conformance to requirements not as goodness*" (Crosby, 1984) and Oakland (2003, p.4) revealed the definition of quality as "*meeting the customer requirements*" whereas International Organisation for Standardisation ISO (2005) defined it as "*totality of features and characteristics of product or service that bear on its ability to satisfy stated or implied needs*". Finally, Williams, Champions and Hall (2012, p.360) defined quality as "*a product or service free of deficiencies, or the characteristics of a product or service that satisfy customer needs*".

In summary, quality meaning and concept have been evolved with time and thus different definitions are observed by various scholars. However most of the authors agreed and linked the quality with continuous improvement, customer satisfaction and standardisation.

## **2.2 Definition of TQM and Excellence**

There is no standardised understanding of the TQM concept among different authors, hence TQM has distinctive meanings to different quality professionals. Therefore one can observe various definitions of TQM (Aksu, 2003; Mosadegh Rad, 2005; Demirbag et al, 2006; El-Araby and Irgens, 2006). Despite different TQM definitions, there is wide agreement that TQM is an integrated management philosophy (Kangi and Tambi, 1999; Bayazit and Karpak, 2007; Hodgkinson and Kelly, 2007) aimed at continuously improving the performance of products, processes and services to meet and exceed customer requirements and expectations (Bayazit and Karpak, 2007).

According to Oakland (2003, p.2), TQM is "*an approach to improving the effectiveness and flexibility of business as a whole, meeting customer requirements both external and internal to the organisation. It is essentially a way of organising and involving the whole*

*organisation, every department, every single person at every level". In concurrence with Oakland's definition, Demirbag et al (2006, p.830) defined TQM as "a holistic management philosophy aimed at continuous improvement in all functions of an organisation to deliver services in line with customer's needs or requirements under the leadership of top management". The reference to leadership also appeared in the definition provided by Aksu (2003, p.592) who mentioned that "TQM is a leadership and management philosophy and guiding principles stressing continuous improvement through involvement of people and quantitative methods focusing on total customer satisfaction".*

An empirical study carried out by Garcia-Bernal and Ramirez-Aleson (2010) revealed that adopting TQM in line with organisational design increases performance and promotes substantial benefits. Further, Gallear and Ghobadian, 2004, p.1045) formulated the TQM definition as:

*"A structural attempt to re-focus the organisation's behaviour, planning and working practices towards a culture which is employee driven, problem solving, customer oriented; and open and fear free. Furthermore, the organisation's business practices are based on seeking continuous improvement, devolution of decision making, removal of functional barriers, education of sources of errors, team working and fact-based decision making".*

William, Champion and Hall (2012, p.363) stated that TQM is not a specific tool or technique but a philosophy or overall approach to management that is characterised by three principles: customer focus and satisfaction, continuous improvement and team work. They further defined TQM as *"an integrated, principles-based, organisation-wide strategy for improving product and service quality"*. The International Standardisation Organisation ISO defined TQM as *"a management approach of an organisation, centred in quality, based on the participation of all its members and aiming at long run success through customer satisfaction and benefits to all members of the organisation and to society"* (ISO 8402).

According to Suby, Faisal and Jamshed (2014), TQM has been widely considered as strategic, tactical and operational tool in the quality management research field.

Based on TQM philosophy, different quality and excellence frameworks have been developed such as ISO 9001 Quality Management System and excellence models. Indeed, various organisations worldwide have adopted quality models and self-assessment approaches. Therefore, for better understanding of 'excellence' a range of definitions have been evolved. For instance, European Foundation for Quality Management (EFQM Excellence Model, Glossary of Terms, 1999-2003) highlighted excellence as "*outstanding practice in managing the organisation and achieving results based on a set of fundamental concepts which will include: results orientation, customer focus, leadership and constancy of purpose, management by processes and facts, involvement of people, continuous improvement and innovation, mutually beneficial partnerships and corporate social responsibility*"; while Thawani (2010; p.88) defined excellence as "*Achieve and sustain superior levels of performance that meet or exceed the expectations of all their stakeholders*".

According to Evan and Lindsay (2005), excellence is abstract and subjective, and standards of excellence may vary considerably among individuals. Most researchers of quality management have mentioned that the organisational excellence concept has emerged merely from the inspection process. Since then various quality approaches and frameworks have been established based on changing needs including quality control, quality assurance, TQM and the concept of organisational excellence through excellence models / quality awards (Crosby, 1980; Deming, 1986; Evan and Lindsay 2005; Feignbaum, 2002; Juran, 1999). As a result, great deal of literature can be found pertaining to the concepts, tools and explanation of TQM models and frameworks but a substantially lesser amount of the same is available on the implementation of TQM frameworks (Ahire and Ravichandran, 2001; Besterfield, 2005 and 2011; Moosa, 2010; Roger *et al.*, 1998).



It can be concluded that there is a wide agreement among scholars that TQM is an integrated management philosophy aimed at continual improvement of organisational performance, products, services and processes through participation of all stakeholders in order to achieve and exceed customer expectations. Thus the quality excellence framework is used not only to strengthen the application of TQM but also to gauge the level of continual improvement from various aspects of business.

In this study, the research will focus on investigating factors affecting the implementation of quality excellence framework at a senior management level in the context of Dubai.

### **2.3 Relationship between TQM and Quality Excellence Frameworks**

Over the last few decades, TQM has gained substantial institutional value and has become the accepted way of performing and managing activities in organisations (Zbaracki, 1998). Underpinning the principles of TQM, various quality awards / business excellence models have been established. A large number of studies exist which confirm the positive correlation of TQM with organisational excellence (Besterfield, 2005 and 2011; Evan and Lindsay, 2005; Hendricks, 2001a; Ollila, 1995; Samson and Terziovski, 1999). Kim, Kumar and Murphy (2008) established that the EFQM business excellence model is widely recognized as a representative theory to improve traditional TQM by expanding the narrow quality-oriented concept into a holistic management concept. Slavko and Zora (2014) through their empirical research have established a positive correlation for impact of quality on business excellence.

Many researchers mentioned that the frameworks for TQM requirements are commonly known as Business Excellence Models (quality excellence framework) such as the EFQM Excellence Model or standards such as ISO 9000 Quality Management System. Such

standards or awards have addressed TQM from four dimensions: (1) core values, (2) business excellence models/frameworks, (3) tools and techniques, and (4) implementation and cultural integration (Beer, 2003; Besterfield, 2011; ISO 9001, 2008; Kekale, 1998; Kwai-Sang, 2002; Moosa, 2010; NIST, 2008; Penland, 1997; Saffold, 1998; Samson and Terzivski, 1999; Tata and Prasad, 1998; Thiagarajan, 2001, Zikmund, 2000). According to Moosa (2010), after analysing these studies, it was found that most of the work was done in the first three dimensions while lesser work has been done in TQM implementation and cultural integration, the fourth dimension.

According to Besterfield (2005 and 2011), the Malcolm Baldrige National Quality Award was established and became a mean of measuring TQM. Evan and Lindsay (2005) reflected that all quality awards are based on a certain criteria, usually known as the criteria for performance excellence. According to Moosa (2010), many professionals including TQM practitioners, sometimes erroneously confuse two points with each other, which are: (1) TQM Requirements (standards), and (2) TQM Implementation (processes of adoption). The frameworks for TQM requirements are commonly known as Business Excellence Models / Quality Award Criteria such as Dubai Quality Award, or standards such as ISO 9000 Quality Management System (ISO 9001:2008 standard).

A few excellence models that can be named are: Malcolm Baldrige National Quality Award (Malcolm Baldrige National Quality Award Criteria for Performance Excellence, 2009-2010); EFQM Excellence Model (EFQM Excellence Model Criteria, 2003) and revisions of EFQM Model (EFQM, 2010 and 2013); Deming Prize (Deming Prize Guide, 2009); Australian Business Excellence Award (Australian Business Excellence Award Criteria, 2009), Canadian Awards for Excellence (Canadian Award for Excellence Criteria, 2009) and Dubai Quality Award (DQA 2013). All of these models emphasize on continual improvement in order to improve or enhance the quality of processes, corresponding outcomes and overall organisational performance to attain excellence.

## 2.4 Benefits of Adopting TQM and Excellence Model

Since the inception of TQM philosophy, many organisations have adopted it and many are applying quality excellence models in an effort to gain the well-known benefits, some of which have been mentioned as follows:

➤ Competitive advantage: as many organisations realised it as their competitive edge in terms of customer satisfaction and in gaining greater market share (Besterfield, 2001; Warwood and Roberts, 2004, p. 1109). Soltani *et al.* (2008b), highlighted that effective implementation of TQM and excellence model framework improves competitiveness and eases the achievement of business excellence.

Quality management is an important weapon for any organisation wishing to generate a competitive advantage (Oakland, 2003) through:

- Increased customer satisfaction (Besterfield, 2011; Claver *et al.*, 2003; Demirabag *et al.*, 2006; Bayazit and Karpak, 2007)
- Adoption of TQM and Excellence Model framework to gain continuous improvement in every aspect of their organisational culture (Moosa, 2010; Mosadegh Rad, 2005)
- Increased return on investment and increased market share (Chin *et al.*, 2003; Hendricks and Singhal, 2001)
- Strengthening the brand image (Claver *et al.*, 2003 ; Hendricks and Singhal, 2001)
- Increased employee satisfaction and improved team work among departments (Besterfield, 2011; Hendricks and Singhal, 2001)
- Reduction in defects and costs (Bayazit and Karpak, 2007; Claver *et al.*, 2003; Kanji and Tambi, 1999)
- Improved Communication throughout the organisation as layers of bureaucracy are removed (Demirbag *et al.*, 2006; Evan and Lindsay, 2005)
- Increased Productivity (Evan and Lindsay, 2005; Siddiqui and Rehman, 2006)

## **2.5 Confusions of TQM and Excellence Models**

Many studies exist to show concerns about failure of TQM and some published estimates of its success levels range only between 10%-30%, as extracted from the organisations' experiences. Improper implementation or prematurely abandoning the TQM program were the main reasons for this (Atkinson, 1990; Besterfield, 2005; Oakland, 2003). One of the drawbacks and difficulties of TQM that researchers have highlighted is that the implementation of TQM differs from one company to another (Besterfield, 2011; Evan and Lindsay, 2005). Therefore companies develop TQM models suiting their own particular needs and thus the same model may not be suitable to the other organisations. The implementation of any TQM framework not only depends upon the framework being applied but also on other factors that exist in organisations and it is a common problem of identifying and setting the organisational factors which contribute to the success and failure of TQM framework such as the excellence model (Kanji and Tambi, 1999; Moosa, 2010).

Furthermore, when it comes to the deployment of TQM Models / standards, usually finding a standard methodology or model that spells out as how to implement these becomes difficult and blurs the understanding of factors affecting the standard's success or failure. The study (TQM Implementation, 2000) carried out by Yusof and Aspin wall (2000) on TQM implementation frameworks identified that the implementation of TQM is one of the most complex activities that any company can attempt. The main reason for this is that it requires a change in the working culture and people (Kanji and Baker, 1990). Although many case studies provide good guidelines on the implementation of TQM frameworks, the following problems are faced: (1) they usually lack adequate details and factors which can be generalised and thus can be fitted in any organisation, (2) lack of sufficient short-term and / or long-term steps to understand the sequences of implementation.

According to Evan and Lindsay, 2005; Besterfield, 2011, traditionally quality management has been considered as a functional / operational level strategy, where most of the research and theory building in quality management is related to the micro-level of organisations. Therefore, management focus sometimes remains at the micro level instead of the macro level of TQM application.

Steiner (1997) revealed that there are two categories of management, the one done at the top of an organisational structure is Strategic Management and the other is Operational Management. Strategic management provides guidance, directions and boundaries for operational management which is more tactical in nature and focuses on execution. Nawaz (2004; p.4) through the proceedings of the Eighth World TQM Congress mentioned that if strategic management has no relation to quality and is not applied as Strategic Quality Management, then Operational quality management will not be applied properly as well, hence organisations will not be able to achieve operational effectiveness. Moreover, the bond between strategy and quality will be lacking among strategic quality management and operational quality management due to which organisational alignment will not improve. Keeping in view the micro-level focus of quality management, Ahmed and Machold (2004) highlighted that “there is not much related work on macro-level analysis of organisations and accordingly there is a need to look at quality management from the strategic view point”.

Another confusion of TQM and related quality excellence framework is that the implementation is time-consuming and the implementation process usually takes longer than what the organisation's management initially envisaged and this becomes one of the reasons for abandoning the TQM program early without achieving the expected benefits (Thawani, 2010).

Furthermore, the implementation of TQM requires different approaches from one organisation to another and the working environments and culture. Moreover, benefits of TQM are not immediately realised and require time to materialise hence the initiative is perceived as too time consuming for eventual return.

## **2.6 Is TQM a Fad?**

There has been a difference of opinion among various researchers regarding the successes and failures of TQM in different organisational context. Soltani *et al.* (2008a) mentioned that the high rate of failure of TQM across diverse organisational context had a major influence that made TQM a management fad rather than an organisational panacea. According to Moosa (2010), there are serious concerns among professionals as to why TQM and related frameworks fail prematurely and how its implementation may be improved; therefore further research was recommended by him to explore the implementation phenomenon of TQM more deeply and to identify the factors that influence TQM (Moosa, 2010).

Researchers and scholars are divided in two groups regarding TQM performance and effectiveness. According to Arsali, (2002) and Evan and Lindsay, (2005), various studies revealed that the 'fad' aspect has resulted in distrust of organisations' management over TQM and has been a source of de-motivation among employees at different levels of hierarchy.

Many studies confirm that in cases where TQM / quality awards fail is most often not because of the insufficient Requirements, and/or Models of TQM but because these models or frameworks were not effectively implemented (Davies, 2008; Moosa, 2010; Park and Dehlgaard, 2007; Reger, Gustafson, Demaire, and Mullane, 1994; Shin, Kalinowski, and

EL-Enein, 1998). Mosadegh Rad (2005) argues that the failure of TQM and related frameworks can be due to either inappropriate methodology and / or improper implementation.

On the other hand, there are many researchers who supported TQM and quality excellence framework. For instance there has been a growing and continuous interest in establishing and adopting national quality awards. According to Rodney, Willian, Adil and Paul (2013), over the last two decades, excellence models have been spread as a way of increasing competitiveness and reducing costs by helping to incorporate and assess the TQM principles and practices within the organisations. A UNECE (2004) report says that there are at least 90 quality and business excellence awards in 75 countries. Miguel (2004) reports that national quality awards are operating in around 76 countries. According to a study conducted by Talwar (2011), at present 100 business excellence models / national quality awards are being used in 82 countries. This gradual increase in establishing business excellence models / national quality awards highlights that the TQM philosophy through quality excellence frameworks is still receiving considerable attention worldwide. Singhal and Hendricks (2001 and 2005) found in their study that the TQM award winning companies averaged 44% higher stock price return, 48% higher growth in operating income and 37% higher growth in sales. Other empirical studies cited by Arasli (2002) indicated that more the firms adopted a TQM philosophy, the more successful they are in terms of profit, employee satisfaction, and customer and supplier relations. Another study carried out by Mann (2011) for analysing the impact of business excellence and quality awards has highlighted that companies reported that business excellence had a major impact on their competitiveness and performance. According to Williams, Champion and Hall (2012, p. 363), *"the companies that have won the Baldrige Award have received superior financial returns. They further mentioned that since 1988, an investment in Baldrige Award winners would have outperformed the Standards and Poor's 500 stock index 80 percent of the time"*. Ali and Ali (2014) through their empirical research of EFQM excellence model implementation at the Gachsaran oil and gas company have concluded that implementation

of the EFQM excellence model has improved overall company's performance including key results, customer results, people results and society results.

Various researches on the positive impact of quality excellence frameworks and the growth in the number of quality awards worldwide provide evidence that TQM is still a valid management approach.

## **2.7 What Aspects of Dubai Play Role in Shaping and Influencing the Findings?**

As this research is being carried out in the context of Dubai, therefore it is critical to understand relevant aspects which play a role in shaping and influencing the findings. The Report (Dubai, 2015) indicates four aspects which are important to understand the Dubai context and these include:

- i- Economic Growth
- ii- Competition
- iii- Expatriate Population
- iv- Government Backing for Quality

### **2.7.1 Economic Growth**

As per the report (Dubai, 2015) and Dubai Business Survey (Q4-2015), 2014 marked Dubai to promising growth, as the Emirates entered a new development cycle fuelled by a booming real estate market, continually strong expansion within tourism and retail sectors. The UAE business environment is regarded as one of the most open in the GCC as ranked 22nd, ahead of neighbouring GCC countries. Dubai's success has largely been due to a unified



vision and a strategy that depends on the active participation of the private sector. As per Dubai Statistics Centre (Dubai Report, 2015), Dubai's economy grew by 4.65 in 2013, over 4.1% in 2012. Furthermore, GDP growth projections from 2015 to 2019 are envisaged from 5% to 6%. Building on the progress, the government launched a Dubai strategic plan (DSP) 2021 in December 2014 as a framework for the emirates to continue its development.

Keeping in view the Dubai strategic plan (DSP) 2021 and active involvement of the private sector for continual economic growth, improving excellence in organisations and governmental departments are fundamental. Therefore, application of excellence practices to achieve and sustain the economic growth is crucial (Dubai Report, 2015). Importance of this aspect thus shape and influence the research findings.

### **2.7.2 Competition**

According to the Dubai Report (2015), in 2013, UAE including Dubai made the largest progress ever made in the field of global competitiveness. This progress was observed for comprehensive development, modernity, stability, prosperity and happiness. According to the World Economic Forum's Global competitive report for 2013-2014, the UAE advanced five positions in the total competitiveness of its economy in one year, from 24th in 2012 to 19th in 2013. The UAE and the Dubai also gained advanced positions worldwide in many indices, as it came first worldwide in quality of roads, absence of organised crime and containment of the effects of inflation. In 2013, GCC including Dubai made free trade agreement (FTA) among them and Singapore. While this creates price competition for various products and services, however it opens up significant opportunities to augment the growing relationship and access to other markets. Government of Dubai has highlighted that while Dubai is proud of its successes, however we are not going to be intoxicated by our successes and we will continue creating our future by competing for a place through quality

and excellence (The Dubai Report, 2015). The researcher noticed that the aspect of competition in Dubai' context play a role in shaping and influencing the research finding.

### **2.7.3 Expatriate Population**

According to the Dubai Statistics Centre, Dubai's total population stood at 2.27 million as of 2014, from which 89% accounted for expatriate population. As a results, the emirate is especially ethnically diverse and hosts dozens of languages and people from around the world. This multinational workforce has served the emirates well. The high population of expatriate and their diversity reveals cosmopolitan culture of Dubai, which is also reflected in the organisations as well. Arabic is the official language of the UAE including Dubai, but many languages are spoken in daily life. English is a business language of the region. Therefore, there is a realisation among authorities that instilling the performance excellence and achievement of Dubai strategic plan (DSP) require managing the diversity of workforce (The Dubai Report, 2015). Thus in view of the research context the researcher understands that the huge expatriate population of Dubai with diverse culture influences the research findings.

### **2.7.4 Government Backing for Quality and Excellence**

The success of UAE and Dubai, is not just a product of mere chance, but it is a result of leadership vision, planning, self-development, knowledge, ability to adapt to changes, applying quality, keenness of serving the country and its citizens (The Dubai Report, 2015). With respect to Dubai Strategic Plan 2021, leading this strategic process, the government is expecting the private sector to actively engage by developing its techniques, instilling quality practices and by providing training to employees. According to the Dubai Report (2015) and Dubai Business Survey (Q4 2015), government understands that transformation

into a smart government through applying advanced technology and excellence approaches are essential for sustaining economic growth, enhancing human resources, improving excellence in performance levels and continuing the climb to the top of the global competitive index. Therefore, government backing for quality and excellence is evident by establishing Dubai Quality Award secretariat and reinforcing Dubai Quality Award to the organisations. The researcher noticed this government backing for quality and excellence plays a role in shaping and influencing the research findings. (Also refer to 1.2.2)

## **2.8 Overview of the Dubai Quality Award (DQA) Model**

As this research is being conducted in the context of Dubai where Dubai Quality Award (DQA) is a known quality excellence framework, therefore the researcher feels appropriate to investigate factors in Dubai context. Keeping in view, an overview of the DQA is being provided in order to establish the understanding regarding the DQA framework. The Dubai Quality Award is based on the Excellence Model used by the European Foundation for Quality Management (EFQM, 2003, 2010 and 2013). The latter has been successfully applied in various European private and public sector organisations since 1992 (EFQM, 2003, 2010, 2013). Quoting EFQM excellence model, the Dubai Quality Award (2013) mentions that excellent organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders.

DQA is not a process of generating winners and losers but a process of recognising role model organisations. It is also a process for providing organisations with a 'roadmap' to achieve excellence through the adoption of good practices and soundly-based approaches that are deployed systematically and are continuously measured and improved. DQA is not just another initiative that an organisation can embrace but is a framework that ensures that all different initiatives are being pulled in the desired direction. The methodology and main criteria of the award are encapsulated in a model. This model provides organisations with a

toll to benchmark performance and document existing gaps (DQA criteria book, 2003, 2010 and 2013). From the Dubai Quality Award secretariat's perspective, recipients of the award represent themselves as role model organisations in the sectors they operate in. Therefore, in order to maintain the credibility and high standing of the award, it is important for the organisations to demonstrate sustained improvement activities with the results reflecting favourable trends over three to five consecutive years.

The EFQM / DQA excellence model provides a holistic framework for organisational excellence. Thawani (2010; p.18) states that “*the model provides a non-prescriptive (non-dictatorial), generic framework of criteria which can be applied to any type and size of organisation*”. All nine criteria work as one complete system such that any deficiency in one area will affect scores in the other areas. The model does not deny that the system has parts rather it focuses on the whole, where the whole is larger than the sum of its parts. The model was designed to be non-prescriptive to acknowledge the fact that there may be more than one approaches for achieving excellence (DQA-model in practice, 2002; DQA, 2013). An applicant of the DQA must demonstrate sustained continual improvement. They should focus on the improvement process and not only on winning the award trophy. That is because the journey for excellence and improvement activities will be much more valuable for organisations than just winning a trophy. The EFQM foundation was formed to recognise and promote sustainable success and to provide guidance to those seeking to achieve it. This is realised through a set of three integrated components which comprise the EFQM Excellence Model:

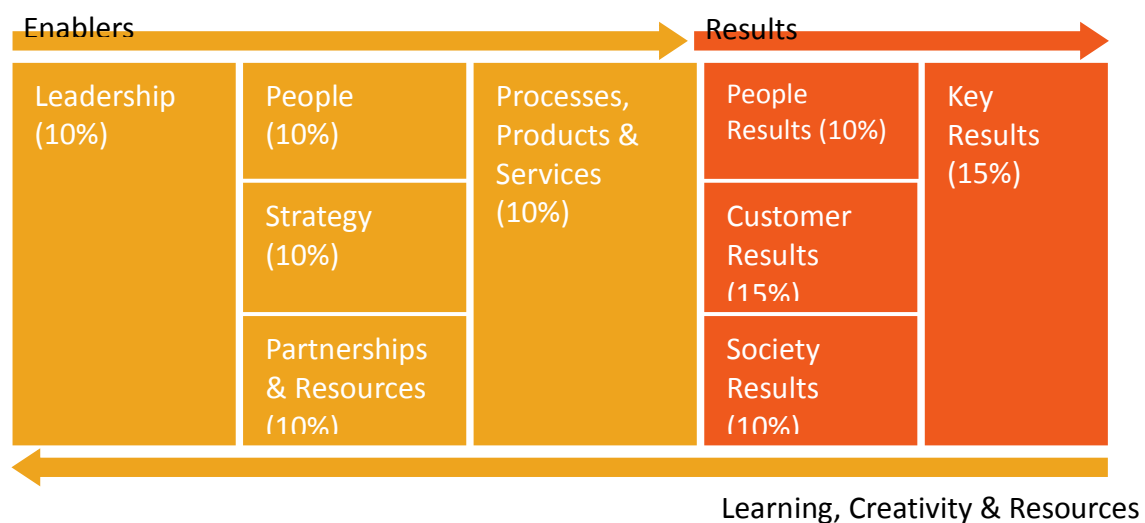
### **2.8.1 The Fundamental Concepts of Excellence:**

The underlying principles which are the essential foundation of achieving sustainable excellence for any organisation (DQA, 2013). EFQM (EFQM, 2012) has revealed eight fundamental principles such as:

- Adding value to customers
- Creating a sustainable future
- Development of organisational capability
- Harnessing creativity and innovation
- Leading with vision, inspiration and integrity
- Managing with agility
- Succeeding through the talent of people
- Sustaining out-standing results

### 2.8.2 The EFQM Excellence Model (basis for Dubai Quality Award):

A framework to help organisations convert the fundamental concepts and Results, Approach, Deployment, Assessment and Refinement (RADAR) logic into practice. The excellence model criteria comprises of nine criterion parts, in which five are considered as 'Enablers' and the remaining four are considered as 'Results'. The Five enablers include: Leadership, Strategy, People, Partnership and Resources and Processes, products and Services while the four results consist of Customer Results, People Results, Society Results and Business Results (EFQM, 2012; DQA, 2013).



**Figure-2.1 EFQM Excellence Model** (Source: EFQM, 2013 and DQA, 2013)

### **2.8.3 DQA Criteria:**

Nine main criterion parts and corresponding 32 sub-criterion parts are mentioned below:

#### **2.8.3.1 Enablers**

There are five criterion parts mentioned under enablers as follows (DQA criterion book, 2013):

##### **2.8.3.1a Leadership**

Leadership criterion definition is reflected as "*excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the on-going success of the organisation*" (DQA criterion book, 2013, p-16).

Leadership criterion is further divided into five sub-criterion parts as:

- i- Leaders develop the mission, vision, values and ethics and act as role models.
- ii- Leaders define, monitor, review and drive the improvement of the organisation's management system and performance.
- iii- Leaders engage with external stakeholders.
- iv- Leaders reinforce a culture of excellence with the organisation's people.
- v- Leaders ensure that the organisation is flexible and manages change effectively.

### **2.8.3.1b Strategy**

Strategy criterion definition is mentioned as "*excellent organisations implement their mission and vision by developing a shareholders focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy*" (DQA criterion book, 2013, p-18).

Strategy criterion is further divided into four sub-criterion parts as:

- i- Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.
- ii- Strategy is based on understanding internal performance and capabilities.
- iii- Strategy and supporting policies are developed, reviewed and updated.
- iv- Strategy and supporting policies are communicated, implemented and monitored.

### **2.8.3.1c People**

People criterion is defined as "*excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, rewards and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation*" (DQA criterion book, 2013, p-20).

People criterion is further divided into five sub-criterion parts as:

- i- People plans support the organisation's strategy.
- ii- People's knowledge and capabilities are developed.

- iii- People are aligned, involved and empowered.
- iv- People communicate effectively throughout the organisation.
- v- People are rewarded, recognised and cared for.

#### **2.8.3.1d Partnerships and Resources**

This criterion is defined as "*excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operations of processes. They ensure that they effectively manage their environmental and societal impact*" (DQA criterion book, 2013, p-22).

Partnerships and resources criterion is further divided into five sub-criterion parts as:

- i- Partners and suppliers are managed for sustainable benefit.
- ii- Finances are managed to secure sustained success.
- iii- Buildings, equipment, materials and natural resources are managed in a sustainable way.
- iv- Technology is managed to support the delivery of strategy.
- v- Information and knowledge are managed to support effective decision making and to build the organisation's capability.

#### **2.8.3.1e Processes, Products and Services**

This criterion is defined as "*excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders*" (DQA criterion book, 2013, p-24).



Processes, products and services criterion is further divided into five sub-criterion parts as:

- i- Processes are designed and managed to optimise stakeholder value.
- ii- Products and services are developed to create optimum value for customers.
- iii- Products and services are effectively promoted and marketed.
- iv- Products and services are produced, delivered and managed.
- v- Customer relationships are managed and enhanced.

### **2.8.3.2 Results**

There are four criterion parts mentioned under results as follows (DQA criterion book, 2013):

#### **2.8.3.2a Customer Results**

Customer results criterion definition is mentioned as "*excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their customers*" (DQA criterion book, 2013, p-26). Customer results criterion is further divided into two sub-criterion parts as:

- i- Perceptions: These are the customers' perception of the organisation.
- ii- Performance Indicators: These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of its customers.

### **2.8.3.2b People Results**

It is defined as "*excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people*" (DQA criterion book, 2013, p-28).

People results criterion is further divided into two sub-criterion parts as:

- i- Perceptions: These are the people's perception of the organisation.
- ii- Performance Indicators: These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation's people and to predict their impact on perceptions.

### **2.8.3.2c Society Results**

It is defined as "*excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of relevant stakeholders within society*" (DQA criterion book, 2013, p-30). Society results criterion is further divided into two sub-criterion parts as:

- i- Perceptions: These are the society's perception of the organisation.
- ii- Performance Indicators: These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on perceptions of the relevant stakeholders within society.

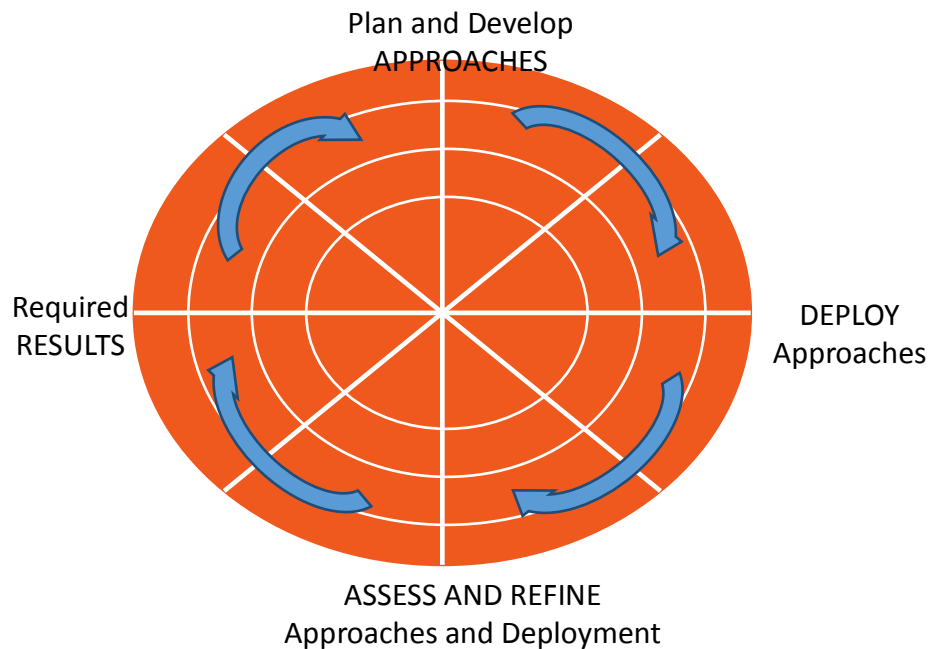
#### **2.8.3.2d Business Results**

Business results criterion is defined as "*excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders*" (DQA criterion book, 2013, p-32). Business results criterion is further divided into two sub-criterion parts as:

- i- Business Outcomes: These are the key financial and non-financial business outcomes which demonstrate the success of the organisation's deployment of their strategy.
- ii- Business Performance Indicators: These are the key financial and non-financial business indicators that are used to measure the organisation's operational performance.

#### **2.8.4 RADAR Logic:**

A dynamic assessment framework and powerful management tool that provides the backbone to support an organisation as it addresses the challenges it must overcome if it is to realise its aspiration to achieve sustainable excellence. The RADAR logic provides a structured approach to question the performance of an organisation. It also supports the scoring mechanism behind the EFQM / DQA excellence award. (DQA criteria book, 2013).



**Figure-2.2: RADAR Methodology** (Source: EFQM, 2012 and DQA, 2013)

### **2.8.5 PDCA (Plan-Do-Check-Act) – The central theme behind TQM and the concept behind RADAR Logic of EFQM / DQA Excellence Models**

According to Besterfield (2011, p.110), the basic Plan-Do-Check-Act (PDCA) cycle was first developed by Shewhart and then modified by Deming as an effective improvement technique. The PDCA, sometimes referred to as PDSA i.e. Plan-Do-Study-Act. Besterfield (2011) further explained that the four steps in the PDCA cycle reflect a systematic approach for improvement. First, plan carefully what is to be done. Next, carry out the plan (do it). Third, check the results to ensure if the plan worked as intended or if the results were achieved as envisaged. Finally, act on the areas for improvement by identifying what worked as planned and what didn't.

Since the past few decades, TQM has continuously evolved by borrowing concepts from other disciplines, e.g. human resource management, strategic management, process control, financial management, quality assurance, etc. (Besterfield, 2005 and 2011; Evan and Lindsay, 2005). The pioneering work for quality management was done by various researchers such as Crosby (1980), Deming (1986), Feignbaum (2007), Ishikawa (1990), Juran (1999), and others. Deming's (1986) famous PDCA cycle has played a significant role in management's approach to quality. The primitive approach of management transformed merely from directing and controlling people with inclusion of checking the performance of the work done and taking corrective measures as a routine management activity. Deming (1986) emphasized the use of PDCA as a necessary part of management style.

The European Foundation for Quality Management (EFQM) and Dubai Quality Award (DQA) models incorporate PDCA in the RADAR Logic and RADAR Assessment and Management Tool. The RADAR Logic encompasses Results, Approaches, Deployment and Assessment and Refinement. DQA (2010 and 2013), EFQM (2010) and Thawani (2010) further explain that the RADAR Assessment and Management tool include attributes such as:

- Sound and integrated under approaches,
- Implemented and systematic under deployment,
- Measurement, learning and creativity and innovation and improvement under Assess and refine, and
- Relevance, usability and performance under results.

### **2.8.6 Dubai Quality Award Validity**

Receiving the DQA should not be mistaken for reaching the highest possible state of excellence an organisation can ever achieve. Thus, the maximum validity of the award is three years from the date of receiving the last feedback report. All past applicants for the DQA are encouraged to re-apply. Therefore, award recipients may not continue to use the award logos on their stationary, publicity, campaigns and marketing material three years after winning. This is because sustaining the lead is much harder than reaching the award milestone. Nonetheless, while organisations are encouraged to re-apply for the award every three years, subsequent submissions must concentrate on recent approaches and improvement activities during the past three years, rather than reproducing augmented version of the old submission (DQA criteria book, 2010 and 2013).

### **2.8.7 Dubai Quality Award Categories**

There are three different categories of the Dubai Quality Award (DQA criteria book, 2003, 2010, and 2013). They are listed below as follows:

#### **2.8.7.1 The Dubai Quality Award Gold Category (GOLD)**

This award is reserved for past winners of DQA, after demonstrating further tangible sustained improvement over their last performance. Winners may re-apply, subject to meeting the DQA requirements.

### 2.8.7.2 The Dubai Quality Award (DQA)

This award is presented to organisations from different sectors of the economy such as service and manufacturing. Winners may apply for the gold category three years after winning.

### 2.8.7.3 The Dubai Quality Award Appreciation (DQAA)

A certificate of appreciation is presented to winners in this category for their effort and to acknowledge their work on their journey to excellence. The appreciation programme is open to organisations in all sectors of the economy.

## 2.8.8 Rules for Dubai Quality Award Categories

The application rules applicable to the three categories of the Award are reflected in the table 2.1 below:

<b>Award Category</b>	<b>DQAG</b>	<b>DQA</b>	<b>DQAA</b>
<b>Award Validity</b>	3 years only	3 years only	3 years only
<b>Basic Entry Requirement</b>	Gold or DQA Winner	None	None
<b>Focus</b>	As per DQA plus showing sustained improvement since last submission and international benchmarks, with results stretching for	As per DQAP plus showing sustained improvement since last submission and benchmarks, with results showing favourable trends	Good practices and approaches that are systematically deployed, e.g. ISO 9000, 360 degree

	at least 5 years	for 3 years or above	evaluation, BSC, QFD, Kaizen, etc., with some results stretching for at least more than one year
<b>Next Category to apply for</b>	2 <sup>nd</sup> Gold, 3 <sup>rd</sup> , 4 <sup>th</sup> , etc.	1st Gold	DQA
<b>Winners may reapply after</b>	3 years	3 years	3 years
<b>Non-winners may reapply after</b>	2 years	2 years	2 years
Notes: During the award validity, winners may use the award logo on their marketing and advertising campaigns. After this period, winners should cease to use the logo unless they reapply for the next category of the award.			

**Table-2.1: Summary of Rules for Dubai Quality Award Categories**

*Source: DQA Criteria Book, 2003, 2010 and 2013 and DQA- The model in practice, 2002)*

## 2.9 Critical Factors of TQM / Excellence Model Implementation

Most of the top management of firms implementing TQM / Excellence Model is found to be in search of appropriate factors which provide favourable results to their TQM / excellence model programs (Moosa, 2010). For this purpose, many researchers (Mann, 2010; Singhal, 2005) have carried out various studies, both quantitative and qualitative; to identify appropriate factors that may enhance the effectiveness of TQM / excellence model implementation. Although there is some agreement (Beer, 2003; Davies, 2008; Mann, 2010; Moosa, 2010, Thawani, 2010) over which factors constitute TQM enablers and barriers, different studies still produced different sets of TQM factors, which may have arisen from



certain differences in the definitional or methodological approaches taken by various researchers. Some researchers attempted to overcome these disparities in the set of TQM enablers and barriers by using the criteria of quality awards such as European Foundation for Quality Management (EFQM, 2003, 2010, 2013) and Malcolm Baldrige National Quality Award (MBNQA, 2009) as their preferred TQM factors in their studies. However, the fact that various studies yielded different factors may also be due to the differences between countries' business environments in which researches were carried out, culture, religion, education levels, government regulations and the extent of industrialisation. This brings into question the universal applicability of certain factors, which have been implemented successfully by companies in certain countries. Another reason for the differences in the TQM factors extracted in various studies may be due to the types of industries surveyed; company size and so on. However, the researchers (Besterfield, 2005 and 2011; Davies, 2008; Doz and Kosonen, 2008, Mann, 2010; Moosa, 2010) more or less agree and confirm that different organisational factors are responsible for the success and failure of TQM / excellence models in organisations.

During literature review, the researcher realised that most of the available researchers had studied the factors in organisational context which are more on a holistic level rather than specific combining both strategic and operational level enablers and barriers, and therefore made it difficult to understand in-depth for issues and concerns at the senior management level distinctively. For instance, recent study by Moosa (2010) highlights a few factors which organisations face at top management level but these are discussed in the context of framework for effective implementation of TQM. If at all these organisational factors touch the issues affecting at senior management level, these are not done in detail to understand them in-depth and so only few factors emerge at senior management level instead of all or many. Therefore, this present research is trying to study comprehensively the factors affecting implementation of excellence model focusing on senior management level and then to understand them in the context of Dubai.

During the literature review, it is observed that various studies have been conducted to identify and understand the critical success factors (CSFs) of TQM and business excellence models, since understanding of them would help organisation's management to reinforce TQM implementation (Bayazit and Karpak, 2007). Organisations establish critical success factors suiting their specific requirements and business needs. Some organisations use different quality excellence frameworks for identifying CSFs such as Malcolm Baldrige National Quality Award (MBNQA), others use Deming prize model and yet many others use the European Foundation for Quality Management (EFQM) Excellence Model (Sirvanci, 2004 and Rehman and Zairi, 2008).

Various studies reflect that CSFs may vary from company to company as each one may have its own management thinking, working culture and specific concerns. Moreover, different researchers view the CSFs of TQM and excellence models differently, although there are common issues (Bayazit and Karpak, 2007; Claver, et al., 2003; Kanji and Tambi, 1999). Arasli (2002) pointed out 5 TQM success factors such as leadership, teamwork, employee satisfaction, empowerment, change management and training. Chin *et al.* (2002) mainly focused on seven key factors which are: leadership, customer focus, strategic quality planning, design quality, people participation and partnership, fact-based management, and continuous improvement.

Thiagarajan and Zairi (2001) identified 22 critical quality factors that if applied properly would increase the chance of successful implementation of TQM and excellence models. They further mentioned the main reasons for TQM failures including:

- The absence of , or inadequate attention to the critical success factors highlighted for successful implementation of TQM and excellence models
- Failure to develop an implementation strategy that fits the organisation's unique characteristics.
- Over-lapping of top management responsibilities and also the style of the management

Mehra *et al.* (2001), argued that there are a minimum of 45 critical success factors that affect the implementation of TQM and related frameworks.

Wali, Deshmukh and Gupta (2003) have made an attempt to synthesise critical factors discussed by various authors and scholars. Through this synthesis, they highlighted 16 critical factors including employee empowerment, top leadership, quality policies and process management, quality measurement, system/quality trainings, quality technology/process design, supplier quality management, quality planning, role of quality department, team work structures, customer satisfaction orientation, strategic quality management, communication, benchmarking, zero defect approach, external environment management. In another study, Sila and Ibrahimpuri (2003) have analysed and compared 76 empirically validated TQM and excellence factors and their impact on various performance measures across different countries. Their findings showed that top management commitment and leadership, customer focus, information and analysis, training, supplier management, strategic planning, employee involvement, human resource management, process management, teamwork, product and service design, process control, benchmarking, continuous improvement, employee empowerment, quality assurance, social responsibility, and employee satisfaction were the most commonly extracted factors across these 76 studies. Beer (2003) highlighted 6 main barriers that exist at the senior management level and hinder TQM implementation. Among these are management style, poor coordination, decision making delays, unclear strategy and priorities, communication and management skills.

Siddiqui and Rehman (2006) concluded that top management support is the single most crucial factor for the successful implementation of TQM. They further added that other two key factors are customer centric advancement and top management support. Moore and Brown (2006), established 7 concerns as organisational goals, defining the quality, nature of organisation environment, role of management, role of employees, structural rationality / overlapping of responsibilities, and philosophy towards change. Bayazit and Karpak (2007)

identified 32 factors affecting successful TQM implementation. The factors highlighted by them were covering some strategic issues and mostly operational concerns for successful TQM implementation.

Rehman and Zairi (2008) carried out a study focusing on adoption of business excellence through cultural and social adaptation and argued that organisations mostly focus on structural critical factors of excellence (SCFEs) which are pre-requisites for successful TQM however presence of these factors is not sufficient for TQM success. They further revealed that organisations ignore other set of critical factors termed as foundation critical factors of excellence (FCFEs) which must be addressed in order to ensure that the organisation is suitably prepared for the successful implementation of TQM regardless of its wider socio-cultural and business environment. In this perspective, Rehman and Zairi (2008) have pointed out 8 structural critical factors of excellence (SCFEs) as strong leadership, customer focus, employee focus, process management, managing partner/suppliers, strategic planning, focus on results and knowledge-based management. For foundation critical factors of excellence (FCFEs), they disclosed 12 factors including long-term strategic perspective and clarity of focus, shared understanding and values, style of leadership, appropriate human resources, receptivity to employee participation and empowerment, systematic approach, awareness of customer requirements and preferences, innovative culture, learning culture, reward and recognition systems, flexibility and effective communication.

Jha and Joshi (2008), in their conceptual study regarding the relevance of TQM / Excellence strategy implementation for enterprise resource planning discussed 8 factors: Top Management Commitment / leadership i.e. personal involvement of the CEO in building organisational culture conducive to business excellence, Effective Team Work, Effective Communication and dissemination, Training and education, Stakeholder involvement and empowerment, Strategy planning including resources, structure and time frame for implementation, Measurement and statistical analysis, and Change Management.

Mann (2011) conducted an international study commissioned by the Asian Productivity Organisation to identify the value and impact of business excellence framework in Asia. This on-line survey research found positive growth on the performance of the organisations before and after winning the quality award. Furthermore, this study revealed 8 main internal issues hindering the commitment to implement business excellence such as lack of leadership commitment, frequent changes of personnel in senior leadership team, lack of understanding the meaning of business excellence, lack of understanding of how to develop business excellence culture, lack of understanding of business excellence assessment methods, the benefits from business excellence are not clear, lack of time to devote to business excellence and lack of resources to devote to business excellence.

Based on the literature review, the author has proposed a set of fourteen (14) factors which in fact are the most common from senior management perspective and were repeatedly highlighted in many previous studies. These fourteen (14) factors include, building-in quality, strategy and priorities, excellence framework integration, business issues, management and change, overlapping of responsibilities, coordination, commitment and participation, perceived benefits for excellence, training, leadership style, management effectiveness, over-enthusiasm and focus and quick fixes.

As the aim of this study is to investigate factors affecting the implementation of quality excellence framework at a senior management level in the context of Dubai, the focus of this study will remain on factors affecting at senior management level which are discussed below one after the other in the following sections. Studying and defining such factors are considered crucial in helping and facilitating organisations in their efforts of effective planning and implementation of TQM and quality excellence framework requirements. In this respect, although different CSFs have been identified by different researchers, there are some common factors that can be used as a starting point in any TQM and excellence framework study.

## **2.10 Factors Affecting TQM / Excellence Models Implementation**

### **2.10.1 Building-in Quality**

Various researchers (Hanson, 2003; Marco Nova, 2000; Wali, Deshmukh and Gupta, 2003) linked success or failure of excellence model to the lack of 'building-in' quality in an organisation's strategic planning process which is normally done at the strategic management level. For instance, Davies (2008) linked success of integration through using the excellence model as part of the strategic planning process and thus considered it as organisational level factor. Further, Evan and Lindsay (2005, p.24) mentioned that "*strategic business planning should be the driver for quality excellence throughout the organisation*". They further emphasised the importance of 'building in' quality issues in an organisation's strategic planning process, highlighting the principle role of strategic planning which is to align work processes with strategic directions, thereby ensuring that improvement and learning reinforces organisational priorities.

Mosadeg Rad (2005) included incorrect planning and lack of built in quality in routine strategic planning process as one of the major barriers for the success of TQM initiatives. Thiagarajan (2001), stated that senior management is primarily responsible for the development of corporate policy through strategic planning process thus incorporating mission, vision, values, quality goals and guiding principles. Top management conceptualises, develops, ensures implementation and drives organisation's strategy through the management of people, processes and resources in order to achieve the highest level of people satisfaction (Osseo-Asare and Longbottom, 2002). Therefore top management should consider it as number one priority.

According to Arasli (2002), in today's business environment, quality and employee satisfaction are key elements of strategic planning. Without these organisational vision and

objectives cannot be achieved since dissatisfied employees will not be motivated enough to contribute fully in organisation's development, plans, policies and objectives and ultimately will not focus on customer satisfaction.

Above discussion reflects that building-in quality in the strategic planning process is organisational level factor with prime importance and will reinforce better implementation of excellence requirements and keep relevant employees jointed in achieving business goals and objectives as set through the strategic plan.

### **2.10.2 Strategy and Priorities**

The study of Bauer, Falshaw and Oakland (2005) stressed to avoid overlapping of responsibilities of senior management, however, it did not reflect about built-in quality in organisations' strategic planning process which can cause an unclear strategy and conflicting management priorities affecting the implementation of excellence model (Beer, 2003; Evan and Lindsay, 2005). Claver (2003) and Siddiqui and Rehman (2006) mentioned that three elements are critical for successful TQM / excellence model applications at organisational level and to avoid conflicting management priorities including (i) setting strategic vision and communicating this to all employees, (ii) applying high standards of quality measurements and (iii) promoting a culture of continuous improvement.

Greasley (2008) highlighted that unclear strategy will create conflicting priorities and thus employees will not enjoy sufficient flexibility and freedom of work. According to Weeks (1995), the organisational vision, objectives and strategy need to be communicated and understood throughout the organisation for successful implementation of the TQM activities however in case of unclear strategy this would be a difficult exercise. Lack of formal and regular communication among management and staff about TQM and excellence initiatives has a significant detrimental impact on the organisation excellence efforts therefore strategy

and priorities should be considered crucial organisational level factor (Sakthivel, 2007). Omanchon and Ross, (2004) mentioned that due to an unclear strategy, its improper communication and conflicting priorities, the top management's vision, plans and objectives can lose clarity and momentum at overall organisational perspective. Thiagaran and Zairi (2001) highlighted lack of strategy and unclear strategy as one of the main reasons for the failure of TQM implementation.

### **2.10.3 Excellence Framework Integration**

Davies (2008) has emphasised on integration of excellence model into the organisation and according to him, many quality management programmes failed because there was a lack of integration between these and other functions of the firm, and so they were seen as independent and isolated. Davies (2008) concluded his research highlighting that integration of the EFQM Excellence Model into the organisation was an essential element in effective implementation with other elements such as gaining senior management commitment, demonstrating senior management commitment and their education and training.

Focusing on integration, Lau and Anderson (1997) mentioned it in view of company-wide approach; Mary and Harrington (2002) highlighted it as 'fitting total quality in daily management practices and work methods; Beer (2003), Evan and Lindsay (2005) and Moosa (2010) brought to light the issue related to senior managers about lack of alignment between components of the organisation's system and TQM, so TQM cannot be real if not integrated with other management systems and counted as a part of the organisational practices and culture. Humbrstad (2008) mentioned that senior management needs to encourage employees to make decisions including quality related decisions in their day to day activities, so that quality and excellence requirements are integrated in their day to day practices. Willis and Taylor (1999) stated that the TQM philosophy and principles need to be incorporated in the routine administrative and management practices of the institutions.



Factual information, benchmarking and trends should be used to measure the effectiveness of TQM performance (Chin, 2002), and customer complaints and stakeholders perception surveys are reasonable techniques to measure TQM performance and its effectiveness with respect to relevant framework integration at organisational level (Mehra, 2001).

#### **2.10.4 Business Issues**

Some scholars argue that TQM and quality excellence programs are not very successful because of loss of top management's interest due to more pressing business issues / lack of time to devote to business excellence (Kwai Sang, 2002; Angell, 2009; Mann, 2010). In this respect, Mani (2003) and Mosadegh Rad (2006) mentioned that fairness in the work environment within whole organisation is crucial so that senior management can devote reasonable time for the application of the business excellence program and can lead the employees. Pressing business issues become a priority in any case and thus top management's interest is lost. They are usually not able to devote time for the business excellence program and are also not able to motivate their colleagues for quality initiatives. In this connection, Mellahi and Eyuboglu (2001) highlighted that people need to be encouraged and motivated to identify, diagnose, analyse and resolve quality problems by taking appropriate corrective actions without further approval through management hierarchy.

If senior management's interest for TQM and excellence programs is not seen by the employees due to ineffective handling of business issues, then their motivation is also reduced and is in fact changed into resistance because employees then consider the TQM initiatives as 'controlling' rather than empowering (Mosadegh Rad, 2005). Demirbag (2006) stated that when senior management is not able to devote time for TQM and excellence initiatives due to more pressing business issues, then often, proper reward and recognition mechanism for Quality initiatives is either not established or not effectively utilised which

affects people's involvement in such programs. Sarvan and Anafarta (2005) highlighted from the higher education context and mentioned that increased work load or extra work in the name of continuous improvement will not be welcomed by the academic staff and their interest will be lost for those continuous improvement and quality programs.

So, it can be concluded that time constraint due to pressing business issues and priorities for senior management will impact on the quality excellence framework implementation at organisational level and hence considered organisational level factor. In such cases, motivating others for quality initiatives will become challenge for senior management.

#### **2.10.5 Management and Change**

Smith (2005) argued that there is high risk of failure if individual or the organisation is not properly ready for embarking on the change program. Smith (2005) further highlighted that people are the real source of change as they will either accept or resist the change, however organisation need to provide conducive environment for managing change. Therefore, successful implementation of TQM and excellence models require the organisation and senior management's readiness for change of which they are sometimes afraid off.

Some researchers are of the opinion that this behaviour of the leadership may be due to fear of change and lack of a clear 'change' vision because of their inability to visualise the change and its short and long term impact (Dahlgaard and Kanji, 1995; Angell, 2009; Marco Nova, 2000). According to Huq (2005), effective change management and its sustenance requires the visualisation of impact of the changes and a huge commitment from the top management in order to take realistic and timely decisions which are sometimes lacking due to business pressures, fear due to previous experiences and other related

concerns whether the change is occurring in a single department or within the organisation holistically.

Smith (2005) stated that for any organisational level change and in particular for excellence programs, senior management needs to act as a change agent thus showing their ongoing commitment to change, however this would be difficult if leadership does not have the clarity of change vision and is afraid of the impact of changes. Highlighting in the same manner, Mosadegh (2005) included senior management's inability to change the organisational culture, inflexibility of organisational culture towards quality changes and inflexibility of the organisation towards environmental and technological changes as major barriers to successful implementation of TQM and excellence initiatives. Through their empirical study regarding the barriers to TQM implementation in Indian industries, Bhat and Rajashekhar (2009) concluded it organisational level factor and mentioned that fear and resistance to change can be overcome through planned and relevant training. Through effective planning and communication of change by the senior management, fear of change, its impact and any apprehension of the staff can be reduced which then enhances the clarity of change vision (Weeks, 1995).

#### **2.10.6 Overlapping of Responsibilities**

Soltani (2008a) stated that if in case the mobility of senior management level positions is high, such that the senior management is not retained for long enough to understand the organisation's culture and part of the TQM programs, may cause the failure of TQM initiatives at organisational level and overlapping of responsibilities. Another study conducted by Bauer, Falshaw and Oakland (2005) established the relationship between organisational structure and implementation success of business excellence stressing the need to avoid overlapping of responsibilities of leadership and as a consequent lack of vision.

Mani (2003) and Mosadegh Rad (2006) emphasised that unfairness in work environment and overlapping of responsibilities will create a problem of employee dissatisfaction and spoil their work attitude. Furthermore, overlapping of responsibilities may cause the problem of empowerment among senior management hence the chances of unclear vision are enhanced that affect the whole organisation (Baidoun, 2003; Samat, 2006; Kumar and Sankaran, 2007). According to Mellahi and Eyuboglu (2001), it becomes difficult for an employee to follow if they observe overlapping of some responsibilities at the senior management level because they in turn are not able to follow the management hierarchy properly and considers organisational unfairness. Claver (2003) highlighted that an adequate structure can lead to continuous improvement for all organisational activities avoiding mixed responsibilities and can enhance focus to achieve the organisational vision. Thiagarajan and Zairi (2001) highlighted over-lapping of top management responsibilities as a main reason for the failure of TQM implementation and placed it as organisational level factor.

In nutshell, various scholars highlighted that overlapping of senior management responsibilities can be detrimental for the implementation of quality excellence framework and creating a clear direction and thus considered it as organisational level factor.

#### **2.10.7 Coordination**

The implementation of quality program requires a quality of management i.e. managerial values, attitudes, skills and behaviour that enables the TQM / excellence culture to flourish over time at organisational level. Therefore, lack of a cohesive approach to TQM and excellence model in the senior management will create poor coordination among the top team and thus will be detrimental for organisational quality program (Beer, 2003; Moosa, 2010). Deming (1986) emphasised on coordination of the top management and other

hierarchy levels so that they all can fully participate and contribute in decision-making, including planning, goal setting and monitoring of performance. Commenting on management style and successful implementation of TQM and excellence program, Kumar and Sankaran (2007) and Mosadegh Rad (2006) mentioned that differences in understanding of senior management about TQM and excellence program will raise poor coordination among them which can be observed through poor communication, in-effective meetings and leadership style thus will poorly affect on organisational quality culture. Poor coordination and communication can cause various problems and issues among senior management with respect to the quality management system of the organisation (Wosik, 2009).

Abdullah (2008) and Baidoun (2003) highlighted that senior management's coordination can be reinforced by enhancing their quality skills and empowering them. Abdullah (2008) further stated that organisations need to realise employees' potential and recognise their ideas and contributions but this requires fairness at the senior management level. However, poor coordination among senior management will hinder to recognise employees efforts and contributions fairly and a senior individual may focus on recognising their staff. Mosadegh (2005) further noted that teamwork and cross functional coordination among senior management, middle management and shop-floor staff is crucial from organisational view point for successful implementation of TQM related activities. Therefore training and education to enhance teamwork skills needs to be provided at all levels of hierarchy. A study carried out by Demirbag (2006) highlighted that good employee relations is one of the most critical requirement for successful implementation of quality initiatives.

#### **2.10.8 Commitment and Participation**

Porter (1998) argues that sustainable competitive advantage cannot be achieved through operational effectiveness alone. This requires each individual member of leaders which are senior management to allocate the necessary resources and to design the organisation to

bring the intended strategies to reality. Somerville (2006, p. 169) defined a leader as *"someone with the appropriate knowledge and skills to lead a group to achieve its end willingly, someone who accompanies people on a journey, guiding them to their destination"*, and that's what senior management requires to do. According to Dale *et al.* (2001), leadership and senior management commitment can be combined as they cover similar sort of concepts. Davies *et al.* (2001, p. 1025-1030) observed that there are different definitions of leadership including:

- *The leader has the ability to influence a group of individuals towards the achievement of a particular goal;*
- *Leadership is about coping with complexity;*
- *Leadership is about coping with change.*

On reviewing the literature with respect to understanding the factors affecting implementation of excellence at a senior management level, the researcher came across an agreement between the researchers on the point that 'lack of leadership commitment and their attitude towards quality and visible participation for quality culture change' creates major hindrance for implementation of the excellence model (Beer, 2003; Besterfield, 2011; Dahlgaard and Kanji, 1995; Davies, 2008; Deming, 1986; Hanson, 2003; Hussain, 1998; Juran, 2010; Mann, 2010; Mary and Harrington, 2002; Moosa, 2010; Sila and Ebrahimpouri, 2003; Soltani, Lai and Gharneh, 2005; Taylor and Wright (2003); Wali, Deshmukh and Gupta (2003). Evan and Lindsay (2005) highlighted that most corporate quality failures rest with leadership as every individual plays a critical role. They further mentioned that strong leadership is absolutely necessary to develop and sustain a total quality (TQ) culture. Gallear and Ghobadian (2004) pointed out that organisational culture is essential for successful implementation of TQM and therefore the role of senior management is crucial in establishing a TQM culture. DQA criteria book (2013, p-41) defines the organisational culture as, *"the specific collection of values and norms that are shared by people and groups in an organisation that control the way they interact with each other and with stakeholders outside the organisation"*. Gallear and Ghobadian (2004) further emphasized that senior management commitment and visible participation are crucial for establishing specific

shared values and way of working which promote TQM culture across all levels of the organisation.

According to Moosa (2007), from the TQM / Quality framework implementation view point; this requires real intent from every member of senior management for decision to initiate, creating a focal point, planning the implementation, providing necessary resources and reviewing the implementation performance. With respect to commitment of senior management, Sakthivel (2007, p. 259) believed this to be *"nothing but the right kind of leadership directed towards addressing the stated and perceived needs of the customers"*. Sakthivel (2007) then concluded that not only the commitment of senior management and leadership but also visible participation had a huge impact on overall excellence and as such commitment of the senior management increases, overall excellence increases as well. Senior management commitment is the most critical success factor for TQM and Excellence Model implementation and to develop and reinforce a quality culture as established by many empirical studies (Baidoun, 2003; Soltani, 2005). According to Baba *et al.* (2001), TQM initiatives would not function without senior management's commitment and visible participation in quality initiatives.

According to Arasli (2002), if individual member of senior management will not fully embrace for quality culture change and continuous improvement, then motivating lower levels of the organisation would be impossible. Moreover, lack of management commitment and their total participation will result in (i) poor planning (ii) failure to change organisation's culture and (iii) work force resistance (Soltani *et al.* (2008a). Mosadegh Rad (2005) highlighted that lack of senior management commitment and involvement and their instability are the major barriers for successful implementation of TQM programs. Thiagararan and Zairi (2001) highlighted top management commitment and their involvement in TQM implementation as one of the main reasons for TQM and quality excellence framework implementation failure.

From the above discussion, it can be appreciated that there is an agreement among the scholars that senior management commitment and their visible participation in quality initiatives are most vital success factors. Most of the scholars considered it as very important individual level factor as commitment and visible participation of each can be an enabler for the success of TQM / quality excellence framework or can act as a barrier if senior management commitment is lacking.

#### **2.10.9 Perceived Benefits of Excellence**

Many researchers have highlighted that lack of leadership understanding about excellence models and abilities to use relevant tools will affect their implementation and perceived benefits (Beer, 2003; Besterfield, 2005 and 2011; Hendricks and Singhal, 2001; Moosa, 2010; Taylor and Wright, 2003; Yui, 1995). International study carried out by Robin Mann (2010) titled as “The impact of Business Excellence / Quality Awards” highlighted that lack of understanding of the meaning of business excellence and the benefits from it are not clear to organisations and their senior management and so are main internal issues hindering the commitment to implement business excellence. Mann’s study focuses mainly on the impact of business excellence on an organisation rather than issues / factors faced at senior management level hence missing this aspect. Some other researchers (Beer, 2003; Hendricks and Singhal, 2001; Hussain, 1998; Mann, 2010; Taylor and Wright, 2003; Yui, 1995) have also mentioned it in their researches as ‘leadership lack of understanding about excellence and perceived benefits stemming from the business excellence program’ and thus emphasised individual level role for understanding perceived benefits for excellence.

Some researchers such as Sirvanci (2004) and Somerville (2006) considered customer focus and satisfaction as the most important benefits of the business excellence program as this contains one of the highest weights in the EFQM Excellence Model. They emphasise that leaders need to identify customers and establish well-defined customer related policies and



procedures to avoid failure of quality efforts. On the same note, Mosadegh (2005) highlighted that leadership's lack of attention to the needs of internal and external customers may act as a critical barrier to successful implementation of TQM and business excellence program. According to Weeks (1995), organisational improvement through the TQM program requires staff motivation such as for individual member of senior management team which can be enhanced through fairness in job performance assessment, recognition on good performance, empowerment of employees and promotion system. These are fundamentals of the TQM and excellence program and if senior management does not realize and understand these then such improvement programs will not sustain and would rather fail.

From the above discussion it can be realized that different scholars may perceive different benefits stemming from business excellence program, however they have an agreement that leadership's and individual member of senior management lack of understanding of such benefits will affect the success or failure of the TQM and business excellence program. Therefore, most of the authors emphasised that leaders understanding regarding benefits of excellence program is critical for its success.

#### **2.10.10 Training**

The integration of total quality and business excellence program within the organisation's culture becomes difficult unless the organisations' leadership acquires sufficient knowledge about the strategic and holistic view of quality through a comprehensive quality improvement education program (Davies, 2008). Gaining quality management education by each leader of an organisation is imperative but lacking as well, therefore the leadership's specific education on quality and excellence is non-existent making it difficult for them to seek guidance from it. (Davies, 2008; Dahlgard and Kanji, 1995; Evan and Lindsay, 2005; Kekale and Kekale, 1995; Moosa, 2010). According to Kanji and Tambi (1999), instituting

a set of principles for the TQM and excellence program certainly requires appropriate training and education of the senior management in the TQM, excellence process and holistic perspective of quality management.

Scholars indicate that implementing quality programs require special managerial knowledge, skills, efforts, vision to lead, incentives and resources (Besterfield, 2011; Bhat and Jagadeesh, 2009; Conti, 2009; Garcia and Ramirez, 2010). For this, senior level managers need to be trained, educated and have to continuously enhance their knowledge for providing effective leadership in the TQM efforts and instilling quality from a broader and holistic perspective (Arasli, 2002; Antony *et al.* 2002). Moreover, one of the concerns reported regarding quality management initiatives and their application is that knowledge-based, strong leadership is needed at each hierarchy level to maintain and sustain focus (Sarvan and Anafarta, 2005). This entails regular trainings, routine refresher courses and coaching from the senior management to everyone in a leadership role. Ooi (2007), through his empirical study on Malaysian organisations revealed that employees including senior management experience a high level of job satisfaction and focus on better job performance if they are provided with appropriate training. Temponi (2006) highlighted that lack of top management knowledge and understanding of TQM principles and related frameworks is a critical barrier for successful implementation of any continuous improvement initiative.

Curry and Kadasah (2002) and Mosadegh Rad (2006) emphasised that proper training in particular for the strategic perspective of quality is required for each member of senior management and leadership to improve interactive skills including communication, problem-solving, quality and technical skills. People need to be well trained to take on the responsibilities related to quality initiatives (Idrus, 1999). Arasli (2002) stated that it is possible to change people's behaviour and attitude towards the understanding of TQM and excellence requirements. A study conducted by Demirbag (2006) revealed that training, provision of quality data and effective reporting are most critical requirements for successful quality initiatives. Mellahi and Eyuboglu (2001) performed an empirical study and

highlighted that to handle quality issues, the provision of training on TQM philosophy, principles and relevant frameworks is must. They also concluded that without the appropriate training, the management will be unable to communicate TQM effectively throughout the organisation.

The above discussion highlights importance of training for each member of senior management and establishes that knowledge of quality concepts holistically is important such that their understanding and application at micro and macro levels, and their potential benefits need to be understood by the senior management of the organisations in order to implement excellence requirements successfully and to reap the benefits. This is so considered as individual level factor.

#### **2.10.11 Leadership Style**

A research by Beer (2003) shed light on the role of top management and organisational culture in the success and failure of TQM. His study drew attention on the leadership style of top management rather than factors at the strategic management level and recommended that the behaviour of management should be synchronised with the TQM philosophy. Echoing Deming (1986), Beer (2003) mentioned that too top down or too laissez faire i.e. laid back / casual leadership approach will actually hinder the effective implementation of TQM and related activities. Kumar and Sankaran (2007) highlighted that successful implementation of the TQM and excellence program will need two cultural requirements i.e. collectivist culture and an empowering and participative style of management. Therefore too top down and laid back attitude of management will be detrimental for the organisational growth. Davies (2007) commented on the management style for the implementation of TQM in the Higher Education context and stated that managerial approach will receive scepticism and resistance by the academic staff, however their support appears for collegial approach

combined with leadership. Sarvan and Anafarta (2005) felt that improper management style is one of the barriers to the implementation of TQM initiatives.

According to Thiagarajan (2001), the leadership style of senior management certainly has a positive or negative impact on the effective dissemination and communication of quality goals and guiding principles to ensure that all hierarchy levels understand these and are committed to the organisation's direction. Claver (2003), stated that it is a responsibility of every individual in leadership role to ensure effective communication of quality commitment and goals, encourage people to implement and execute changes, motivate the employees for fact-based decision making and inspire them for continuous improvement. A study carried out by Ooi (2007), highlighted that a leadership style through rewards and recognition mechanism will surely enhance employees' satisfaction and will enable them to contribute well in their day to day jobs and to achieve organisational objectives. Omanchonu and Ross (2004) mentioned various ways through which leadership style of top management is reflected and employees' information is obtained including periodic meetings with top management, departmental meetings, emails, organisation newsletters, memos, verbal discussions and written feedback from superiors.

There is an agreement among different authors that top management's leadership style can act as a critical enabler or barrier for successful implementation of excellence and TQM requirements. All above mentioned researchers are in agreement that leadership style of every member of senior management plays important role for effective implementation of quality excellence framework and thus taken as individual level factor.

### **2.10.12 Management Effectiveness**

Beer (2003) mentioned that too top down or too laissez faire i.e. laid back / casual leadership approach will establish an in-effective top team with respect to quality of direction, effectiveness and efficiency of senior management keeping in view that a management team which cannot confront issues constructively is actually in-effective (Evan and Lindsay, 2005; Moosa, 2010). They further commented that effective implementation of any managerial intent including TQM / excellence program requires quality of direction that depends upon effectiveness and efficiency of every member of senior management team because without their commitment and involvement, a strategic change like the TQM / excellence model cannot succeed.

According to Ahmad and Yusof (2010), effectiveness and efficiency of senior management can be observed through their timely initiatives of providing leadership direction, required resources and employees' recognition however, these are visible for business decision but not for TQM and excellence program's implementation in the same manner hence such issues emerge ineffective top team. Smith (1999) informed that every individual at senior management level must ensure quality of direction and show its leadership effectiveness through their commitment to achieve organisation's vision and train people for unity of purpose and towards a common direction. Soltani *et al.* (2003) revealed a major barrier of quality implementation that lack of commitment of everyone at the senior management level towards the quality mind-set and implementation will reflect an ineffective top team and will lead to a lack of commitment of employees. Arumugam (2009) mentioned that self-assessment for TQM originated with business excellence and quality award models, and can be used to judge the level of effectiveness of senior management with respect to quality award requirements application and overall organisational performance.

### **2.10.13 Over-Enthusiasm**

Commenting on the management style and their over-enthusiastic behaviour, Krishnaveni and Anitha (2006; Greasley, 2008 and Ngware (2006) mentioned that sometimes senior management wants to achieve more in the shortest possible time due to various business reasons. Such issues affect adversely on the empowerment level, job satisfaction, higher level of motivation, quality of decisions by senior management and building the sense of ownership. This issue may create an over-enthusiastic top management who wants to do the maximum in shortest possible time (Angell, 2009; Moosa, 2010).

When senior management wants to achieve the maximum in shortest possible time, it may hamper fairness and affect on employee recognition adversely. Therefore organisations need to establish a proper recognition mechanism for TQM and excellence initiatives to encourage employee participation, team work and involvement (Demirbag, 2006). The TQM program requires a committed, motivated and trained work force, however, the attitude of over-enthusiastic senior management members and leadership can be detrimental for TQM and excellence culture (Mosadegh Rad, 2005). Therefore, quality related recognition scheme and performance measurement system will be effective for senior management and employees to take quality activities seriously (Arasli, 2002). Tsang and Antony (2001) highlighted that a formal performance management mechanism and performance indicators need to be in place for continuous monitoring of performance at all levels of the hierarchy.

### **2.10.14 Focus and Quick Fixes**

An added issue which has been highlighted by Dahlggaard and Kanji (1995) and Moosa (2010) as a road block for implementation of excellence is that senior management focuses more on the quick fixes and satisfaction with it. Thawani (2010, p.11) mentioned that "*many*

*organisations start their journey towards excellence with enthusiasm, fanfare and expectations of quick results. When expectations are not met soon, the leadership gets impatient, frustrated and often ends up forming a perception that investing in business excellence / TQM has little or no impact on business / financial performance". Thawani (2010, p.15) described that "implementation of TQM practices takes time and sustained efforts to bear fruits. Change of organisational culture and mind-set is time consuming and requires great patience. There is no quick-fix formula for long term success".*

According to Sakthival and Rajendran (2005), TQM programs require appropriate resources and stringent focus where senior management needs to be patient enough and give time to the quality-culture change program to mature even before gaining the fruits. Mellahi and Eyuboglu (2001) stated that when leadership focus remains on the quick fixes for problem resolution rather than identifying and analysing the root cause, they then do not encourage people to diagnose quality problems and take appropriate corrective actions. This concern then becomes a road block for effective implementation of excellence programs.

#### **2.10.15 Managing Diversity**

According to Kelli (2015), diversity can be defined as acknowledging, understanding, accepting and valuing differences among people with respect to age, class, race, ethnicity, gender, disabilities, etc. Companies need to embrace diversity and look for ways to become inclusive organisations because diversity has the potential to yield greater work productivity and competitive advantages. Michelle (2014) further mentioned that diversity management refers to the voluntary organisational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organisational structures through deliberate policies and programs. With the globalizing economy and the increase in multinational corporations, diversity management no longer refers solely to the heterogeneity of the workforce within one nation but often refers also to the workforce

composition across nations. The first type, intra-national diversity management, refers to managing a diverse workforce of citizens or immigrants within a single national organisational context.

According to Michelle (2014), the goal of diversity management is to transform the organisational culture from a majority-oriented to a heterogeneous-pluralistic culture in which different value systems are heard and thus equally affect the work environment. Diversity management has a dual focus: the first is enhancing social justice by creating an organisational environment in which no one is privileged or disadvantaged due to characteristics such as race or gender; the second is increasing productivity and profitability through organisational transformation. She further mentioned that diversity management has three key components:

- i. Diversity management is voluntary and is self-initiated by the companies themselves. It is not enforced or coerced but is entirely voluntary.
- ii. Diversity management uses a broad definition of diversity. Therefore companies that implement diversity management often use broad and open definitions of diversity considering it as organisational level factor as they make diversity programs inclusive and reduce potential objections from members of the majority group.
- iii. Diversity management aims at providing tangible benefits to the company. Diversity management is seen as a business strategy aimed at tapping in to the full potential of all employees in the company in order to give the company a competitive advantage.



### ***2.10.15.1 Managing Diversity and Project Management***

According to Olatunji (2002), Multiculturalism in project management in the 21<sup>st</sup> century is an issue that project managers must focus their attention on in order to be successful. Thorough understanding of other people from other countries that work with us is a challenge that almost all project managers face daily. Managers communicating with their team members, stakeholders or sponsors spend a highly significant amount of time, scheduling and attending meetings, planning, analyzing risks, negotiating and resolving conflicts to mention a few. He further mentioned that such diversity management issues can be faced during the project management including implementation of excellence awards.

Olatunji (2002) further highlighted, more than ever before, the World is now a global village and there is a constant migration of ideas, people and information across different geographical boundaries. Often Project Managers are faced with an enormous task of dealing with a lot of people from different countries with varied colors, cultural beliefs, and ideological / religious background coupled with different accents. Therefore, cross-cultural literacy involves openness to change and flexibility. For effective communication, project managers should be aware of the culture and needs of the people in their team. According to *PMBOK® Guide (2015)*, “Project management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information. It provides the critical link among people, ideas, and information that are necessary for organisational success. Everyone involved in project must be prepared to send and receive communications in the project ‘language’ and must understand how the communications they are involved in as individuals affect the project as a whole. Implementation of Excellence model requires involvement of all concerned from an organisation and thus focuses on effective communication as part of the project management. It is paramount that managers and specially Project Managers spend some time in understanding a little bit about the culture of each and every member of his or her team. This will lead to better cooperation and promote wellness within the team.

#### **2.10.15.2 Managing Diversity and Change Management**

Ginger (1998) mentioned that the aim of diversity is to allow all individuals to contribute fully to the success of the organisation. Thus, integrating diversity and organisational change efforts can enhance the success of most types of organisational change such as application of excellence models. Organisation development theory and principles can also add significantly to the outcomes of diversity initiatives through the effective use of contracts, assessments, action research methodology, and other critical components. In the current competitive world, diversity and organisation development must be partners in successful organisational change efforts. Ginger (1998) thus defines 'diversity as the process of creating and maintaining an environment that naturally enables all participants to contribute to their full potential in the pursuit of organisation objectives. This broadened definition of diversity sheds light on another reason for misunderstanding the connections between diversity and organisational change.

Thomas (1993) and Gary (2005) mentioned that diversity is often perceived as a *program*, not a significant and complex organisational change process. Integrating diversity and organisational change efforts can enhance the success of most types of organisational change by addressing cultural differences and enhancing team effectiveness. They further highlighted that diversity effort without the active, visible, sustained involvement and support of senior leadership will have a short life. Senior manager's awareness of the personal implications of diversity and the potential consequences of management's backstage and public behavior is critical.

### **2.10.16 System Thinking for Excellence**

According to Julie (2009) system thinking is a cohesive approach to management that views all key processes as part of the overall system rather than taking them in isolation or as segments. System thinking is based on the idea that all key processes of the organisation are inter-related. Understanding these relationships by the individual members of senior management is important to obtain desired results, making improvements and achieving organisational effectiveness. Julie (2009) further revealed that Baldrige excellence criteria also requires that leaders embrace system thinking through visualization of its application from beginning to end and promote its focus throughout the organisation at all levels for long-term progress. This indicates that excellence model application requires leadership focus on system thinking view of the excellence model. Conti (2010) concluded that managing the quality requires system thinking view i.e. quality management can contribute to management integration and as a special role can preside over value generation and delivery processes. He further emphasised that system thinking in quality management addresses the problem of complexity as it reaches where traditional analytical thinking cannot go. Conti (2010) further mentioned that all organisations / management / quality management experts claim today to adopt the systems thinking view in the quality approaches.

#### ***2.10.16.1 System Thinking and Project Management***

According to Shanker and Tim (2010), a system is “any group of interacting, interrelated, or interdependent parts that form a complex and unified whole that has a specific purpose.” Based on this definition, a project itself can be considered a system. They further mentioned that systems thinking approaches started to move away from “hard systems” (product and technology-centric) to “soft systems” (people and process) approaches. In case implementation of excellence model is taken as a project, then project managers use system thinking approaches, especially in efforts to “tame” complexity because project

managers would benefit by understanding the application of systems thinking approaches to deal with the complexities.

In a project, the requirements could be considered as inputs that are transformed by the project team into products or services as outputs. A system has structure that defines its parts and their relationships and uses processes or a sequence of activities to perform a function. Project implementation employs structures, processes, and activities. The idea of emergence is often described as “a system is more than a sum of its parts” and is a result of the dynamic interactions between the parts. Such interactions may lead the system into a chaotic state that settles down to a new state after a while. Excellence model criteria also consist of 9 parts and so works as a cohesive system (DQA 2010, 2013) therefore its implementation require system thinking by the individuals where implementers visualize it from start till end result.

#### ***2.10.16.2 System Thinking and Change Management***

Harry (2012) revealed that critical system thinking is a creative approach for organisational change as element of change is a constant feature of organisational life both at operational and strategic levels. He further highlighted that change initiatives often fail as typical change approaches tend to focus only on part of the problem situation, rather than the whole, take little account of the interactions between the parts, and aim to bring quick solutions that bring immediate benefits. Therefore system thinking helps the change agents to understand the parts so to understand the whole. Besterfield (2011), Evan and Lindsay (2005) and Harry (2012) emphasised that the change can be managed more effectively if various interconnected and interacting elements of the system are identified. They further highlighted that TQM and BPR are two well-known approaches to organisational changes, however often fail due to failure of developing and implementing them from system thinking perspective by the senior management team. Harry (2012) established that holism is a basis of system thinking which need to apply in three categories of changes as, Change

Characterised by the rate of occurrence, change characterised how it comes down and change characterised by scale. He reflects that system thinking view is essential for applying effective change management.

### **2.11 Rationale for Selection and List of Factors Affecting Implementation of Excellence Model Criteria at the Senior Management Level**

The literature review has focused on four major sources including (i) gurus and scholars experiences and theories about the subject; (ii) TQM philosophy based excellence models (such as EFQM, MBNQA, Deming); (iii) related empirical studies, and (iv) TQM and excellence models' related articles in particular for manufacturing and service sectors. Most of the literature related to TQM and excellence models originated from Western countries, while less has been available in Arab countries and none has been observed from Dubai's context regarding factors affecting implementation of excellence requirements at senior management level.

The detailed literature review has identified various critical factors for implementation of TQM and excellence programs. Keeping in view the aim and objectives of this study, the researcher has selected 14 factors for this study based on the criteria of the most frequently highlighted in the literature focusing on the senior management level.

The following table 2.2 illustrates the factors extracted from the literature review for this study:

<b>Sr. No.</b>	<b>Identified Factors Affecting Implementation of Excellence Model at Senior Management Level</b>	<b>Researcher Reference</b>
1	Building-in Quality	Arasli, 2002; Conti, 2009 and 2010; Davies, 2008; Evan and Lindsay, 2005; Hanson, 2003; Marco Nova, 2000; Mosadegh Rad, 2005; Osseo-Asare and Longbottom, 2002; Thiagarajan, 2000; Wali, Deshmukh and Gupta, 2003; Zairi, 2006.
2	Strategy and Priorities	Bauer, Falshaw and Oakland, 2005; Beer, 2003; Claver, 2003; Evan and Lindsay, 2005; Greasley, 2008; Omanchonu and Ross, 2004; Sakthivel, 2007; Siddiqui and Rehman, 2006; Thiagarajan and Zairi, 2001; Weeks, 1995.
3	Excellence Framework Integration	Beer, 2003; Chin, 2002; Davies, 2008; Evan and Lindsay, 2005; Humbrstad, 2008; Lau and Anderson, 1997; Mary and Harrington, 2002; Mehra, 2001; Moosa, 2010; Willis and Taylor, 1999.
4	Business Issues	Angell, 2009; Demirbag, 2006; Kwai Sang, 2002; Mani, 2003; Mann, 2010; Mellahi and Eyuboglu, 2001; Mosadegh Rad, 2005; Mosadegh Rad, 2006; Sarvan and Anafarta, 2005.
5	Management and Change	Angell, 2009; Bhat and Rajashekhar, 2009; Dahlgard and Kanji, 1995; Huq (2005; Marco Nova, 2000; Mosadegh, 2005; Smith, 2005; Thiagarajan and Zairi, 2001; Weeks, 1995.
6	Overlapping of Responsibilities	Baidoun, 2003; Bauer, Falshaw and Oakland, 2005; Claver, 2003; Kumar and Sankaran, 2007; Mani, 2003; Mosadegh Rad, 2006; Mellahi and Eyuboglu, 2001; Samat, 2006; Soltani, 2008a.
7	Coordination	Abdullah, 2008; Baidoun, 2003; Beer, 2003; Deming, 1986; Demirbag, 2006; Kumar and Sankaran, 2007; Moosa, 2010; Mosadegh Rad, 2006; Mosadegh Rad, 2005; Nawaz, 2004; Wosik, 2009; Zairi, 2006.
8	Commitment and	Arasli, 2002; Baba <i>et al.</i> , 2001; Beer, 2003;

	Participation	Besterfield, 2011; Dahlgaard and Kanji, 1995; Dale <i>et al.</i> (2001); Davies <i>et al.</i> , 2001; Davies, 2008; Deming, 1986; Evan and Lindsay, 2005; Gallear and Ghobadian, 2004; Hanson, 2003; Hussain, 1998; Juran, 2010; Lai and Gharneh, 2005; Mann, 2010; Mary and Harrington, 2002; Moosa, 2007; Moosa, 2010; Mosadegh Rad, 2005; Porter, 1998; Sakthivel, 2007; Soltani <i>et al.</i> , 2008a; Sila and Ebrahimpouri, 2003; Soltani, Taylor and Wright, 2003; Somerville, 2006; Thiagarajan and Zairi, 2001; Wali, Deshmukh and Gupta, 2003.
9	Perceived Benefits of Excellence	Beer, 2003; Besterfield, 2005 and 2011; Hendricks and Singhal, 2001; Hussain, 1998; Mann, 2010; Moosa, 2010; Mosadegh, 2005; Robin Mann, 2010; Sirvanci, 2004 and Somerville, 2006; Taylor and Wright, 2003; Weeks, 1995; Yui, 1995.
10	Training	Antony <i>et al.</i> , 2002; Arasli, 2002; Curry and Kadasah, 2002; Dahlgaard and Kanji, 1995; Davies, 2008; Demirbag, 2006; Evan and Lindsay, 2005; Idrus, 1999; Kanji and Tambi, 1999; Kekale and Kekale, 1995; Mellahi and Eyuboglu, 2001; Moosa, 2010; Mosadegh Rad, 2006; Ooi, 2007; Sarvan and Anafarta, 2005; Temponi, 2006.
11	Leadership Style	Beer, 2003; Claver, 2003; Davies, 2007; Deming, 1986; Kumar and Sankaran, 2007; Omanchonu and Ross, 2004; Ooi, 2007; Sarvan and Anafarta, 2005; Thiagarajan, 2001.
12	Management Effectiveness	Ahmad and Yusof, 2010; Arumugam, 2009; Beer, 2003; Evan and Lindsay, 2005; Moosa, 2010; Smith, 1999; Soltani <i>et al.</i> , 2003.
13	Over-enthusiasm	Angell, 2009; Arasli, 2002; Demirbag, 2006; Greasley, 2008; Krishnaveni and Anitha, 2006; Moosa, 2010; Mosadegh Rad, 2005; Ngware, 2006; Tsang and Antony, 2001.
14	Focus and Quick Fixes	Dahlgaard and Kanji, 1995; Mellahi and Eyuboglu, 2001; Moosa, 2010; Sakthival and Rajendran, 2005; Thawani, 2010.

**Table - 2.2: Factors Extracted from the Literature Review and adopted for this study**

<b>Sr. No.</b>	<b>Two New Factors Emerged from Case Study Research</b>	<b>Researcher Reference</b>
1	Managing Diversity	Garry, 2005; Ginger, 1998; Kelli, 2005; Michelle, 2014; Olatunji, 2002; PMBOK, PMI, 2015; Thomas, 1993.
2	System Thinking for Excellence	Besterfield, 2011; Conti, 2010; DQA, 2010/2013; Evan and Lindsay, 2005; Harry, 2012; Shanker and Tim, 2010

**Table - 2.3: New Factors Emerged from the Case Study Research**

Various researchers have mentioned the identified factors either at organisational level or individual level based on their impact and importance within organisations. Where impact of the factor observed at overall level, it is considered at organisational level and thus importance is considered based on impact and researchers research. In case implementation of factor is directly related to the individual role and impact is not initially affect at overall organisational level, it is considered at individual level as highlighted by researchers.

The following table 2.4 illustrates the factors grouping at Organisational level and their importance ranking:

<b>Factors Grouping Affecting at Organisational Level and Importance Ranking</b>				
<b>SN</b>	<b>Factor</b>	<b>Grouping Level</b>	<b>Importance Ranking</b>	<b>Researcher Reference</b>
1	Building -in- Quality	Organisational	1	Arasli, 2002; Conti, 2009 and 2010; Davies, 2008; Evan and Lindsay, 2005; Hanson, 2003; Marco Nova, 2000; Mosadeg Rad, 2005; Osseo-Asare and Longbottom, 2002; Thiagarajan, 2000; Wali, Deshmukh and Gupta, 2003; Zairi, 2006.
2	Strategy and Priorities	Organisational	2	Bauer, Falshaw and Oakland, 2005; Beer, 2003; Claver,



				2003; Evan and Lindsay, 2005; Greasley, 2008; Omanchonu and Ross, 2004; Sakthivel, 2007; Siddiqui and Rehman, 2006; Thiagarani and Zairi, 2001; Weeks, 1995.
3	Excellence Framework Integration	Organisational	3	Beer, 2003; Chin, 2002; Davies, 2008; Evan and Lindsay, 2005; Humbrstad, 2008; Lau and Anderson, 1997; Mary and Harrington, 2002; Mehra, 2001; Moosa, 2010; Willis and Taylor, 1999.
4	Business Issues	Organisational	4	Angell, 2009; Demirbag, 2006; Kwai Sang, 2002; Mani, 2003; Mann, 2010; Mellahi and Eyuboglu, 2001; Mosadegh Rad, 2005; Mosadegh Rad, 2006; Sarvan and Anafarta, 2005.
5	Management and Change	Organisational	5	Angell, 2009; Bhat and Rajashekhar, 2009; Dahlgaard and Kanji, 1995; Huq (2005; Marco Nova, 2000; Mosadegh, 2005; Smith, 2005; Thiagarani and Zairi, 2001; Weeks, 1995.
6	Overlapping of Responsibilities	Organisational	6	Baidoun, 2003; Bauer, Falshaw and Oakland, 2005; Claver, 2003; Kumar and Sankaran, 2007; Mani, 2003; Mosadegh Rad, 2006; Mellahi and Eyuboglu, 2001; Samat, 2006; Soltani, 2008a.
7	Coordination	Organisational	7	Abdullah, 2008; Baidoun, 2003; Beer, 2003; Deming, 1986; Demirbag, 2006; Kumar and Sankaran, 2007; Moosa, 2010; Mosadegh Rad, 2006; Mosadegh Rad, 2005; Wosik, 2009.
8	Managing Diversity	Organisational	8	Garry, 2005; Ginger, 1998; Kelli, 2005; Michelle, 2014;

				Olatunji, 2002; PMBOK, PMI, 2015; Thomas, 1993.
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**Table - 2.4: Factors Grouping, Organisational Level and Importance Ranking**

The following table 2.5 illustrates the factors grouping at Individual level and their importance ranking:

Sr. no.	Factors Grouping Affecting At Individual Level and their Importance Ranking			
	Factor	Grouping Level	Importance Ranking	Researcher Reference
1	Commitment and Participation	Individual	1	Arasli, 2002; Baba <i>et al.</i> , 2001; Beer, 2003; Besterfield, 2011; Dahlgaard and Kanji, 1995; Dale <i>et al.</i> (2001); Davies <i>et al.</i> , 2001; Davies, 2008; Deming, 1986; Evan and Lindsay, 2005; Gallear and Ghobadian, 2004; Hanson, 2003; Hussain, 1998; Juran, 2010; Lai and Gharneh, 2005; Mann, 2010; Mary and Harrington, 2002; Moosa, 2007; Moosa, 2010; Mosadegh Rad, 2005; Porter, 1998; Sakthivel, 2007; Soltani <i>et al.</i> , 2008a; Sila and Ebrahimpouri, 2003; Soltani, Taylor and Wright, 2003; Somerville, 2006; Thiagararan and Zairi, 2001; Wali, Deshmukh and Gupta, 2003.
2	Perceived Benefits of Excellence	Individual	2	Beer, 2003; Besterfield, 2005 and 2011; Hendricks and Singhal, 2001; Hussain, 1998; Mann, 2010; Moosa, 2010; Mosadegh, 2005; Robin Mann, 2010; Sirvanci, 2004 and Somerville, 2006; Taylor and Wright, 2003; Weeks, 1995; Yui, 1995.
3	Training	Individual	3	Antony <i>et al.</i> , 2002; Arasli, 2002; Curry and Kadasah, 2002; Dahlgaard and Kanji, 1995; Davies, 2008; Demirbag, 2006; Evan and Lindsay, 2005; Idrus, 1999; Kanji and Tambi, 1999; Kekale and

				Kekale, 1995; Mellahi and Eyuboglu, 2001; Moosa, 2010; Mosadegh Rad, 2006; Ooi, 2007; Sarvan and Anafarta, 2005; Temponi, 2006.
4	System Thinking for Excellence	Individual	4	Besterfield, 2011; Conti, 2010; DQA, 2010/2013; Evan and Lindsay, 2005; Harry, 2012; Shanker and Tim, 2010.
5	Leadership Style	Individual	5	Beer, 2003; Claver, 2003; Davies, 2007; Deming, 1986; Kumar and Sankaran, 2007; Omanchonu and Ross, 2004; Ooi, 2007; Sarvan and Anafarta, 2005; Thiagarajan, 2001.
6	Management Effectiveness	Individual	6	Ahmad and Yusof, 2010; Arumugam, 2009; Beer, 2003; Evan and Lindsay, 2005; Moosa, 2010; Smith, 1999; Soltani <i>et al.</i> , 2003.
7	Over-enthusiasm	Individual	7	Angell, 2009; Arasli, 2002; Demirbag, 2006; Greasley, 2008; Krishnaveni and Anitha, 2006; Moosa, 2010; Mosadegh Rad, 2005; Ngware, 2006; Tsang and Antony, 2001.
8	Focus and Quick Fixes	Individual	8	Dahlgaard and Kanji, 1995; Mellahi and Eyuboglu, 2001; Moosa, 2010; Sakthival and Rajendran, 2005; Thawani, 2010.

**Table - 2.5: Factors Grouping, Individual Level and Importance Ranking**

## **2.12 Emerging Knowledge Gaps and Theoretical Contribution Potential**

1- As reflected in literature review, various researchers such as Zairi (2006), Marri (2007), Seraphim (2008) and Thawani (2013) have revealed there is scarcity of research focusing on senior management level for quality excellence framework in the context of Dubai, hence identified contextual study in Dubai for quality excellence framework as a knowledge gap. Keeping in view, research question was set as 'what are the factors affecting the implementation of quality excellence framework at a senior management level in the context of Dubai'. Therefore, this is first research of its kind in the context of Dubai focusing on quality excellence framework. Thus main theoretical contribution is enhancement of TQM and quality excellence framework theory contextually as this is first context based research in Dubai focusing on senior management for quality excellence framework implementation. Moreover, it is an extension of research carried out by Zairi (2006), Marri (2007), Seraphim (2008) and Thawani (2013).

2- During literature review, the present researcher realised that most of the available researchers including Besterfield (2011), Moosa (2010) and Mann (2010) had studied the factors in organisational context which are more on a holistic level rather than specific hierarchy level, and therefore made it difficult to understand in-depth for factors affecting at the senior management level distinctively and related issues and concerns. This highlighted potential of theoretical contribution and thus this research identified what are factors affecting implementation of excellence at a senior management level in the context of Dubai and to understand why and how these factors affect at senior management level. This research contributes as extension of theory regarding critical factors of TQM and Excellence framework implementation at senior management level through explicit enlisting of factors affecting implementation of excellence at a senior management level in the context of Dubai.

3- In literature, many researchers have mentioned different factors related to TQM implementation such as Zairi (2001) identified 22 critical quality factors, Wali (2003) mentioned 16 factors of TQM success and Beer (2003) revealed 6 barriers of TQM, however managing workforce diversity and system thinking for excellence were not highlighted and not viewed in case of project management and change management. In view of Dubai context where most of the population is expatriate and so managing diversity and system thinking for excellence become important. These issues have shown up important theoretical contribution potential. The present researcher set questions that why and how these two affect implementation of excellence. Thus through empirical research, two new factors as new knowledge were recognized which posed additional contribution to the TQM and quality excellence framework research in the context of Dubai. This research therefore reflects extension of theory for Managing Diversity and Systems thinking view for project management, change management and quality excellence framework in the context of Dubai.

4- Another theoretical contribution possibility was grouping of identified factors at organisational and individual level with prioritization based on importance. In literature, though different factors were identified, however their grouping in above manner not appeared and not mentioned by researchers. Therefore this research contributed as extension of TQM and quality excellence framework theory adding grouping of organisational level and individual level factors affecting at senior management level.

5- While various researchers talked about TQM factors, there is no theoretical framework proposed which can be applied for factors affecting at senior management. Keeping in view, research question was set regarding proposing theoretical framework. This research has proposed theoretical framework with implementation suggestions and hence contributed as extension of TQM Philosophy and related theory for quality excellence frameworks with respect to proposing theoretical framework for factors affecting at senior management level.

## **2.13 Chapter Summary**

This chapter has provided a thorough literature review in which various definitions of quality and TQM have been mentioned as expressed by various authors. Moreover, the relationship between TQM and excellence models, benefits of TQM and excellence framework, and confusions regarding TQM have been demonstrated. As this research is being carried out in the context of Dubai, therefore an overview of the Dubai Quality Award model was also presented.

Further to the conceptual details, the chapter has provided a detailed discussion on various critical factors as revealed and highlighted by different authors and scholars. Finally, focusing on the aim and objectives of the study, through the literature review, 14 factors were identified and justified by the author which affect the implementation of excellence requirements at the senior management level. At the end, a summary of these 14 factors has been provided in the form of a list. The identified factors are to be used as a guide for data collection. Moreover, two new factors emerged from the case study research are also discussed with respect to literature review. Finally, factors are grouped in individual and organisational level reflecting importance ranking. The next chapter will discuss briefly about the context of this research i.e. the Dubai context.

## **CHAPTER THREE**

### **THE DUBAI CONTEXT**

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#### **3.0 Chapter Introduction**

This chapter provides information regarding geographical, historical, culture, climate, population and political background that influence quality excellence framework implementation in Dubai. In doing so, the chapter discusses the quality excellence reinforcement in Dubai, establishment of Dubai Quality Award as a quality excellence framework and current situation.

#### **3.1 Geographical Background and Location of the UAE**

The United Arab Emirates is situated in Middle East/southwest Asia, bordering the Gulf of Oman and the Arabian Gulf, between Oman and Saudi Arabia; it is on a strategic location along northern approaches to the Strait of Hormuz, a vital transit point for world crude oil. The UAE is bordered by Oman in the east and Saudi Arabia in the south. All of the Emirates, bar one sit on the on the Persian Gulf opposite Iran, and cover a distance spanning 650 km (404 miles) along the coastline. Fujairah is the only Emirate that sits on the Gulf of Oman. The UAE covers an area of 83,600 sq km (32,300 sq miles), Abu Dhabi covers 87% of the country's land mass, which has a consistent terrain of mainly desert. This is home to native animals such as gazelles and the Arabian Oryx, which was reintegrated into the area 40 years after it was hunted to extinction. Whilst 80% of the land mass is desert, other ecological terrain includes mountain areas and marine coastal areas.

The highest recorded point in the country is an unnamed peak stretching 1,910m (6266ft) high near the Jabal Bil Ays in Oman (but within the UAE border). The lowest point is at the Persian Gulf. The country only has 3.8% forest and woodlands due to the arid conditions. In an oasis is it common to find date palms, acacia and eucalyptus trees (Rise of the nation, 2013).

United Arab Emirates consists of seven states (called as Emirates) as follows:

- 1- Emirates OF Abu Dhabi
- 2- Emirates of Dubai
- 3- Emirates of Sharjah
- 4- Emirates of Ajman
- 5- Emirates of UM-al-Qiuwain
- 6- Emirates of Fujairah
- 7- Emirates of Ras-Al- Khaima



**Figure-3.1: Geographical Map of the UAE**



### **3.2 Location of the Dubai**

Dubai is located on the Persian Gulf, in the northeast of the United Arab Emirates between geographical coordinates 25° 15' 8" North, 55° 16' 48" East. Dubai is the second largest emirate with an urban area of 3885 sq km and the city is roughly 35 sq km. It has expanded twice that size with the addition of the man-made islands; the Waterfront, the three Palms, the World, the Universe, Dubai land, as well as the construction in the desert. One of the most fascinating geographical aspects of Dubai, is its Creek, which divides the city into two regions. Dubai Creek is made up of a natural 9.5 mile inlet in the Persian Gulf, around which the city's trade developed. North of the Creek is called Deira, and Bur Dubai refers to the south where it joins the tourist and residential developments of Jumeirah along the coast.

Dubai also has the highest population, sharing its borders with Abu Dhabi in the south, Sharjah in the northeast and the Sultanate of Oman in the southeast. Due to the city's unique geographical location it enjoys a strategic position which allows it to connect to all local Gulf States, as well as to East Africa and South Asia. (Rise of the nation, 2013; [www.dubai.com](http://www.dubai.com)). Dubai is now a city that boasts unmatched hotels, remarkable architecture and world-class entertainment and sporting events. The beautiful Burj Al Arab hotel presiding over the coastline of Jumeira beach is the world's only hotel with a seven star rating. The Emirates Towers are one of the many structures that remind us of the commercial confidence in a city that expands at a remarkable rate. Standing 350 meters high, the office tower is the tallest building.

Dubai also hosts major international sporting events. The Dubai Desert Classic is a major stop on the Professional Golf Association tour. The Dubai Open, an ATP tennis tournament, and the Dubai World Cup, the world's richest horse race, draw thousands every year. Dubai has won Expo 20-20 event which will be hosted in 2020 and huge preparations are underway for the successful events that require sufficient housing, transportations, hospitality, health care, etc.



**Figure - 3.2: Map of Dubai**

### 3.2.1 Climate

The line of the Tropic of Cancer crosses through the UAE, causing the weather in Dubai to be warm and sunny. In the winter it has an average daytime temperature of 25°C, nearer the coast 12-15°C, in the desert or mountains 5°C. With the nights being relatively cool. Near coastal areas humidity can average between 50% and 60%. In the summer, the weather in Dubai is very hot and humid, with temperatures reaching mid 40's. Even the sea temperature can reach 37°C, with humidity averaging over 90%. Rainfall in Dubai is infrequent and does not last for a long period. It mostly rains during the winter period in the form of short gushes and an occasional thunderstorm. On average, rain falls only five days a year ([www.dubai.com](http://www.dubai.com)).

### **3.2.2 Population**

Dubai's population has been growing by around 7% a year having estimated population over 2.1 million with three quarters of the population being male. The city of Dubai is made up of a multicultural society; with only 5% of local Emiratis, the rest are expatriates from all over the world. The expatriate population comprises of mostly Indians supplying the city with cheap labour as well as filling professional positions, other nationalities are from various Arabic countries. There is also a significant amount of Iranians, especially after the Islamic revolution in 1979 where more wealthy and educated Iranians settled in Dubai. Furthermore, because of the high demand in workers primarily in the tourism sector, many people from the Philippines, China, Indonesia and Malaysia have become residents in the city ([www.dubai.com](http://www.dubai.com)).

### **3.2.3 Historical Background of the Dubai**

Some 800 members of the Bani Yas tribe, led by the Maktoum Family, settled at the mouth of the creek in 1833. The creek was a natural harbour and Dubai soon became a center for the fishing, pearling and sea trade. By the turn of the 20th century Dubai was a successful port. The souk (Arabic for market) on the Deira side of the creek was the largest on the coast with 350 shops and a steady throng of visitors and businessmen. By the 1930s Dubai's population was nearly 20,000, a quarter of whom were expatriates. (Dubai History at [www.dubai.ae](http://www.dubai.ae))

In the 1950s the creek began to silt, a result perhaps of the increasing number of ships that used it. The late Ruler of Dubai, His Highness Sheikh Rashid bin Saeed Al Maktoum, decided to have the waterway dredged. It was an ambitious, costly, and visionary project. The move resulted in increased volumes of cargo handling in Dubai. Ultimately it strengthened Dubai's position as a major trading and re-export hub.

When oil was discovered in 1966, Sheikh Rashid utilized the oil revenues to spur infrastructure development in Dubai. Schools, hospitals, roads, a modern telecommunications network reflect the pace of development was frenetic. A new port and terminal building were built at Dubai International Airport. A runway extension that could accommodate any type of aircraft was implemented. The largest man-made harbor in the world was constructed at Jebel Ali, and a free zone was created around the port (Dubai History at [www.dubai.ae](http://www.dubai.ae)). Since the 1960s, Sheikh Zayed bin Sultan Al Nahyan, then ruler of Abu Dhabi, and Sheikh Rashid bin Saeed Al Maktoum had dreamed of creating a federation of the Emirates in the region. Their dreams were realized in 1971 when Dubai, Abu Dhabi, Sharjah, Ajman, Umm Al Quwain, Fujairah and (in 1972) Ras Al Khaimah, joined to create the United Arab Emirates (Rise of the nation, 2013).

### **3.2.4 Other Factors Influencing Organisations life in Dubai**

i- Despite severe competition internally and externally, economic growth of Dubai has seen continuous improvement over the years as revealed by the report (Dubai 2015). Dubai's GDP growth has been over 5% in 2014 and 2015 with a projection of 6% in 2019 (source IMF, Dubai Report 2015). Dubai's real estate market and construction industry made up around 8% of the Emirate's economy in 2013. Moreover Dubai's tourism and hospitality sector continues to reinvent itself as restaurants and hotels alone made up 5% of the GDP in 2013. In addition, retail and wholesale is also a significant sector with the share of 29.2% in the GDP as revealed by the Dubai Statistics Centre. Furthermore, manufacturing sector has grown in recent years and currently accounts for 13.7% of Dubai's total GDP. Dubai International Airport indicators reflect year on year growth in passenger movement and has reached over 65 million (Dubai Statistics Centre, Dubai report 2015). Such growth and positive economic indicators reflect Dubai government continues backing for quality and excellence, coping with the regional competition, attracting and involving expat population for economic and industrial activities.

ii- The UAE business environment is regarded as one of the most open in the GCC, and this is reflected in the country's ranking in the World Bank's 2014 "Doing Business" report. Overall UAE including Dubai ranked 22nd, ahead of GCC neighbours as well as some European countries such as the Netherlands, France and Luxembourg. Dubai success has largely been due to a unified vision and a strategy that depends upon active participation of the private sector. Building on this progress, the government launched the Dubai strategic plan (DSP) 2021 in 2014 as a framework for the emirate to continue its development. Such initiative has compelled the government and companies to seriously consider application of excellence model framework (Dubai Report, 2015). Moreover, to cope up with strategic plan and continuous growth, sufficient manpower is needed which is fulfilled through expat employees and thus require managing diversity of different nationalities.

iii- Dubai has adopted a comprehensive approach for sustainable energy. As a net importer of gas, Dubai is leading the region in the pursuit of sustainable energy, aiming for a 30% reduction in consumption levels by 2030. Such approach is pushing the companies in Dubai, to remain competitive by adopting and adapting excellence frameworks and leading practices.

iv- Dubai government has been conscious about the level of innovation and infact has termed 2016 as year of innovation. The concept is in line with the vision of Dubai's ruler who announced an initiative of Dubai Smart City (Dubai report 2015). Through this, Dubai stands as first in the region for turning the city as smart city. To further facilitate smart city initiative, government of Dubai instilled activities for promoting smart government in all government offices and departments. Another initiative Dubai has taken, is to move to performance-based budgeting (PBB) which is actually called the smart fiscal planning programme. Under which the Dubai government has pledged increased transparency and decentralised decision making and administration across government entities.

Above Documentation review also provided some new insights to the researcher such as better understanding of Dubai as research context, better understanding of competitive environment, observing the information in Dubai context, Dubai business environment for applying quality excellence frameworks, role of the government.

### **3.3 Quality Excellence Framework (Dubai Quality Award) in Dubai Context**

Since the inception of the Dubai Quality award following the orders of the ruler of Dubai in view of economic growth and intense competition world-wide, governmental backing for the quality award is visible throughout these years. Every year DQA is conferred by the ruler of Dubai to the winners. To promote the culture of excellence, dedicated DQA secretariat was established under the Department of Economic Development, Dubai. The DQA secretariat has been catalyst for promoting and flourishing the quality excellence framework implementation within Dubai (DQA criteria, 2013). Since DQA inception, many organisations have applied for the award and various organisations are winners. Every DQA applicant, whether winner or non-winner, receives a feedback report highlighting strengths and areas for improvement. So DQA applicant organisations work on the feedback report to seek further improvement for the organisation. Such improvement efforts are further multiplied due to the backing of the Government of Dubai that always encourage companies at large. Every year around 50 - 65 organisations apply for any one of the three categories of the DQA, out of which around 10 on average are revealed as winners (DQA Secretariat, 2014). The winners are declared after rigorous assessment by the independent and highly qualified assessors' team. The assessors play a pivotal role and apart from the task of assessing applicant companies, they also serve as implementers of the Award model in their respective organisations (DQA Secretariat, 2014).

This situation of award winners and non-winners highlights that while the efforts are apparent about quality excellence framework implementation, more numbers of non-winners indicate that the respective senior management needs to put in more consistent efforts for implementation of quality award criteria. Furthermore, many winners have attempted earlier to win the award, but they were unsuccessful, however because of the continued push by the senior management, finally they were able to win the Dubai Quality Award. Such scenarios establish Dubai Quality Award as a quality excellence framework flourished and matured in 20 year since inception, however it also triggers that senior management of the organisations

still struggles to implement quality excellence framework criteria. The more frequent reason observed was senior management unawareness and in-depth understanding regarding factors that help to promote the excellence or can act as barriers towards excellence requirements implementation. Rodney, William, Adil and Paul (2013) emphasised the need of conducting specific and customized research to explore critical success factors and their impact on business excellence implementation within Dubai, as such type of researches are only available in developed economies (Jaber, 2010).

### **3.4 Chapter Summary**

In this chapter, an overview of the Dubai context has been discussed in order to create an environment where the research took place. Information has been provided about Dubai's geography and historical background. Finally in view of Dubai context, the DQA as a quality excellence framework has been highlighted briefly. The next chapter will discuss the methodology adopted to achieve the aim and objectives of this research.

## **CHAPTER FOUR**

### **RESEARCH METHODOLOGY**

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#### **4.0 Chapter Introduction**

The methodology section of the report embraced the key components: it sets out how researchers have gone about acquiring the answers to research questions and/or hypotheses; a discussion of the conceptual approach being adopted, including the research paradigm from which it draws; the research methods to be used, their limitations and potential and finally, the sources to be consulted (Grix, 2004). In this chapter, the main elements of the research methodology for this research are presented. This chapter elaborated the research methodology employed to achieve the research aim, objectives and to answer the research questions within this research study. Firstly, fundamental issue of research philosophy were discussed and justified. Then, the research approach, strategy, method of data collection, and data analysis technique adopted in this research were discussed and justified. In addition, this chapter also discussed the development of research instrument, its pilot study, and the judgement of the quality of the research design, i.e. the validity and reliability. Figure 4.1 reflects schematic summary / overview of the Research Methodology Chapter.



Research Philosophy (Paradigm) Chosen	<ul style="list-style-type: none"> <li>• Selected "Phenomenology" as research philosophy</li> </ul>
Research Method	<ul style="list-style-type: none"> <li>• Applied "Qualitative" research method</li> </ul>
Research Approach	<ul style="list-style-type: none"> <li>• Applied "Inductive" logic</li> </ul>
Research Strategy	<ul style="list-style-type: none"> <li>• Applied "Case Study" strategy</li> </ul>
Data Collection Method	<ul style="list-style-type: none"> <li>• Used "Open Ended Semi-structured Interviews"</li> </ul>
Triangulation & Validation	<ul style="list-style-type: none"> <li>• Internal Triangulation: Number of Interviews 26</li> <li>• External Triangulation; different methods e.g. documentation, archival records, direct observations</li> </ul>
Construct Validity	<ul style="list-style-type: none"> <li>• Used Multiple sources of evidences</li> <li>• Key Informants reviewed draft case study response</li> </ul>
Internal Validity	<ul style="list-style-type: none"> <li>• Applied Explanation Building method</li> </ul>
External Validity	<ul style="list-style-type: none"> <li>• Conducted multiple (2) cases study</li> </ul>
Reliability	<ul style="list-style-type: none"> <li>• Developed Case Study protocol</li> </ul>
Sampling Strategy	<ul style="list-style-type: none"> <li>• Applied Purposive (judgemental) sampling selecting key informants</li> </ul>
Data Analysis Method	<ul style="list-style-type: none"> <li>• Applied Explanation Building as data analysis method</li> </ul>

**Figure-4.1: Schematic Summary / Overview of the Research Methodology Chapter**  
(produced for this research)

#### 4.1 Definition of Research Methodology

Bryman and Bell (2007), Hussey and Hussey (1997, p.120) and Saunders *et al.* (2009) expressed that research methodology is concerned with the entire process of the research. Research methodology, as defined by Saunders *et al.* (2007 and 2009, p.5), “*something that people undertake in order to find out things in a systematic way, thereby increasing their knowledge*”. According to Collis and Hussey (2003), research methodology is a systematic and methodical process of enquiry and investigation to a research question with a view to generate and increase knowledge. Definitions of research methodology vary considerably, so there is no definite rule as to which one to select when doing research. It all depends on the nature and scope of the thesis, the source of data, the research questions and hypotheses or proposal, constraints of the research, and the overall research aim (Yin, 2011), Jankowicz (2000) and Bryman and Bell (2007). Amaratunga (2002) emphasised that it must be conducted in the spirit of inquiry which relies on facts, experience and data, concepts and constructs, hypotheses and conjectures, principles and laws.

Collis and Hussey (2003) stated research methodology as a systematic and orderly approach taken towards the collection and analysis of data. In the same vein, Zickmund (2000) viewed methodology as the procedures for collecting and analysing needed information. Therefore, research methodology is a way of how one goes around or about doing research. This will be commenced with identifying a problem and the nature of phenomenon to be studied. Keeping in view the aim and objectives of the study, the research methodology outlined under this section highlights the proposed research philosophy, research approach, research strategy, data collection methods and analysis of data considered to answer the research questions.

## 4.2 Research Philosophy

According to Saunders *et al.* (2009, p.101), “*research philosophy relates to the development of knowledge and the nature of that knowledge*”. He further mentioned that “*the research philosophy contains important assumptions about the way in which the researcher view the world. These assumptions underpin the research strategy and research method, the researcher chose for the research*”. Various researchers suggested that understanding of philosophical issues is essential so that it will help the researcher to identify and clarify research design and to enhance understanding regarding nature of the knowledge (Easterby-Smith, 2002; Hussey and Hussey, 1997). They further believed that the choice of paradigm (philosophy) will lead to the choice of an overall approach to the research process and the ways to collect data. Collis and Hussey (2003) believed that the concept of research philosophy refers to the progress of scientific practice based on people’s views and assumptions regarding the nature of knowledge.

According to Collis and Hussey (2003), Easterby-Smith *et al.* (2008), Hussey and Hussey (1997), Saunders *et al.* (2009), there are two main traditional philosophical positions in research: epistemology-positivism and ontology-phenomenology (phenomenological / social construction-ism). According to Saunders *et al.* (2007, p.597) “*epistemology is a branch of philosophy that studies the nature of knowledge and what constitutes acceptable knowledge in the field of study*”. Taylor, Sinha and Ghoshal (2009) explained epistemology as a branch of philosophy concerned with knowledge and how it is attained. They further mentioned that it is important to address questions relating to epistemology because researcher aims to get to the truth of the situation.

Ontology on the other hand is concerned with nature of reality. To a greater extent than epistemological considerations, ontology raises questions of the assumptions about the way world operates. Saunders *et al.* (2007, p.605) mentioned “*Ontology is a theory concerning*

*the nature of social phenomena as entities that are to be admitted to a knowledge system".* Researchers of positivism believe that social reality is objective and externally exist of people, therefore should be measured quantitatively and thus can be regarded as valid knowledge. On the other hand, researchers of phenomenology trust that social reality is within people and so contains subjective aspects, therefore focus needs to be on the meaning rather than measurement of a social phenomenon (Bryman and Bell, 2007; Collis and Hussey, 2003; Easter-by Smith, 2002; Saunders *et al.*, 2007 and 2009).

#### **4.2.1 Positivism**

According to positivism, the only knowledge in science can be gained from direct experience and observation (Robson, 2002). The focus of the positivist paradigm is that the reality is objective and externally exists of people and that the properties of that reality should be quantitatively measured (Saunders *et al.*, 2009; Easterby-Smith *et al.*, 2008). This notion is supported by Collis and Hussey (2003 and 2009) who said that positivism proceeds from the belief that the study of human behaviour should be undertaken in the same way as studies undertaken in natural science and therefore only the observable and measurable phenomena can be regarded as valid knowledge.

#### **4.2.2 Phenomenology**

Phenomenology refers to the way in which we as humans make sense of the world around us and so emphasises about the understanding regarding human experiences in context of specific setting (Amaratunga, 2002; Saunders *et al.*, 2009). Phenomenology assumes that social reality is within people, and therefore stresses the subjective aspects of human activity by focusing on the meaning, rather than the measurement, of a social phenomenon (Collis and Hussey, 2003; Hussey and Hussey, 1997). The core of the phenomenological paradigm

is that reality is not objective and exterior, but is socially constructed and given meaning by people (Saunders *et al.*, 2009; Easterby-Smith, 2002). Easterby-Smith (2008, pp. 56-73) further reinforced this point and mentioned that Phenomenologist do not consider the world to be composed of an objective reality, but concentrate on the primacy of subjective consciousness, focusing on understanding the phenomena in depth to answer questions such as: what, why and how.

Easterby-Smith *et al.*, (2008, p.59) stated in Table 4.1 the contrasting implications of positivism and phenomenological philosophies:

	<b>Positivism</b>	<b>Phenomenological</b>
The observer	Must be independent	Is part of what is being observed
Human interests	Should be irrelevant	Are the main drivers of science
Explanation	Must demonstrate causality	Aim to increase general understanding of the situation
Research progresses through	Hypotheses and deductions	Gathering rich data from which Ideas are induced
Units of analysis	Should be reduced to simplest Term	May include the complexity of Whole situations
Generalisation through	Statistical probability	Theoretical abstraction
Sampling requires	Large numbers selected Randomly	Small numbers of cases chosen for specific reasons

**Table 4.1: Contrasting implications of positivism and phenomenological.**

*Source: Easterby-Smith et al., (2008, p. 59)*

#### 4.2.3 Justification for Adopting "Phenomenology" as Research Philosophy

Keeping in view, TQM as theoretical framework for this study, the phenomenon to be studied for this research was “to examine factors which lead to success and / or failure of DQA excellence model implementation at a senior management level in the Dubai context. This study attempted to investigate meaning and experience that people bring and which require the researcher to examine real-life events qualitatively in order to explain and understand why and how certain factors affect implementation of DQA criteria at the senior management level in the context of DQA winner organisations in Dubai. Focusing on the nature of the research, the research philosophy adopted for this research was phenomenological.

- The nature of this research was social and so tried to understand human experiences in the DQA implementation within the Dubai based organisations. Therefore, the researcher dealt with people's beliefs and attitudes, perceptions, feelings and emotions, and experiences exchange between people involved. The choice of phenomenological philosophy to this work is supported by various authors including Collis and Hussey (2009), Denscombe (2007), Easterby-Smith (2008), Hussey and Hussey (1997), who affirmed that phenomenology is the appropriate philosophy for studies that deals with the exchange of experience between people.
- The subject under investigation was not supported by an extensive theoretical background in particular in the context of Dubai, which was because of the originality of this research and a lack of previous research in this subject area (Creswell, 1998). According to Thawani (2013, p.9) "*there is shortage of credible research data in the field of quality and excellence in the region*". Further supported by the Denscombe (2007) that phenomenological approach to research concentrates its efforts on the kind of human experiences that are pure, basic and raw in the sense that they are not yet been subjected

to processes of analysis and theorising. So it focused on getting a clear picture of the 'things in themselves' - the things as directly experienced by people.

- Moreover, as this was the first research of this kind in the Dubai context, so nature of the research contained subjective aspects, therefore focus was needed on the meaning rather than measurement of a social phenomenon (Bryman and Bell, 2007; Collis and Hussey, 2003; Saunders *et al.*, 2007 and 2009). This is further supported by the Easterby-Smith (2008) who mentioned that phenomenologist concentrates on the primacy of subjective consciousness, focusing on understanding the phenomena in depth to answer questions such as: what, why and how.

### 4.3 Research Approach

In research, the word “paradigm” refers to the progress of scientific practice based in people’s philosophies and assumptions about the world and the nature of knowledge; in this context, how the research is conducted? Hence, the two main research paradigms (approaches) are; qualitative and quantitative (Bryman, 2007; Collis and Hussey, 2003; Ghauri and Gronhaug, 2005). The basic distinction between quantitative and qualitative research is considered to be that quantitative researchers employ measurement and qualitative researchers do not (Bryman and Bell, 2007; Ghauri and Gronhaug, 2005). Anderson (2006) in his article "qualitative and quantitative research" outlined key characteristics of qualitative and quantitative researches as shown in Table 4.2.

<b>Qualitative</b>	<b>Quantitative</b>
Subjective	Objective
Research Questions, What / Why	Research Questions, How Many?
Develops Theory	Tests Theory
Focus is complex and broad	Focus is concise and narrow

Facts are value-laden and biased	Facts are value-free and unbiased
Interpretive	Measureable
Researcher is part of process	Researcher is separate
Research Questions	Hypothesis
Participants	Subjects
Reasoning is Inductive	Reasoning is Deductive
Flexible approach: natural setting (Process oriented)	Highly controlled setting: experimental setting (Outcome oriented)

**Table 4.2: Key features of qualitative and quantitative research**

*Source: John D. Anderson (2006, p. 2)*

#### **4.3.1 Quantitative Approach**

Bryman (2007) mentioned that in quantitative research, authors emphasise careful control and measurement by assigning numbers to measurements. In addition to this, Saunders *et al.* (2009) cited that quantitative is predominantly used as a synonym for any data collection technique or data analysis procedure that generates or uses numerical data.

#### **4.3.2 Qualitative Approach**

Qualitative research is a mixture of the rational, explorative and intuitive, where the skills and experience of the researcher play an important role in the analysis of data (Ghauri and Gronhaug, 2005). Denscombe (2007, p.333) mentioned that qualitative research focuses on:

- the use of text and images as basic data (rather than numbers);
- a concern with meanings and the way people understand things;
- an interest in the activities of the social groups (such as traditions, relationships); and
- an interest in pattern of behaviour, cultural norms and types of languages used.



Saunders *et al.*, (2007, p.145) supported the above comments reflecting that qualitative is predominantly used as a synonym for any data collection technique or data analysis procedure that generates or uses non-numerical data for in-depth understanding of the phenomenon relating to people perception and experience. In answering the question, what is important about well-collected qualitative data? Amaratunga, *et al.* (2002, p. 21) say, “*One major feature is that they focus on naturally occurring, ordinary events in natural settings, so that there is a view on what ‘real life’ is like*”. Another feature of qualitative data is their richness and holism, with strong potential for revealing complexity. There, however remains some discussion amongst the current literature concerning research methods, as to which approach is the most valid. However, as Jankowicz (2000) notes the decision regarding which research method to employ should always be taken in consideration of the research objectives.

From the above discussion, the researcher selected the qualitative philosophy as the main approach of this research because it enabled the researcher to dive in the real life of context to explore the included features and factors. It is powerful for giving insights, findings, and recommendations. This approach is advocated by many authors such as, Amaratunga *et al.* (2002), Gummesson (1999), Jankowicz (1993), Bell (1999), Leonard and McAdam (2001) and Easterby-Smith *et al.* (2008).

#### **4.3.3 Justification for Qualitative Research Approach adopted**

Jankowicz (2000) mentioned the decision regarding which research method to employ should always be taken in consideration of the research objectives. So, if the research objectives demand a thorough understanding of a certain phenomenon, in this case a qualitative approach is more appropriate: “*Qualitative methods are therefore more suitable when the objectives of the study demand in-depth insight into a phenomenon*” (Ghauri, 1995, p.86). Therefore in the case of this research for investigating the factors affecting

implementation of DQA criteria to gain in-depth understanding of them at a senior management level in the context of Dubai based organisations;

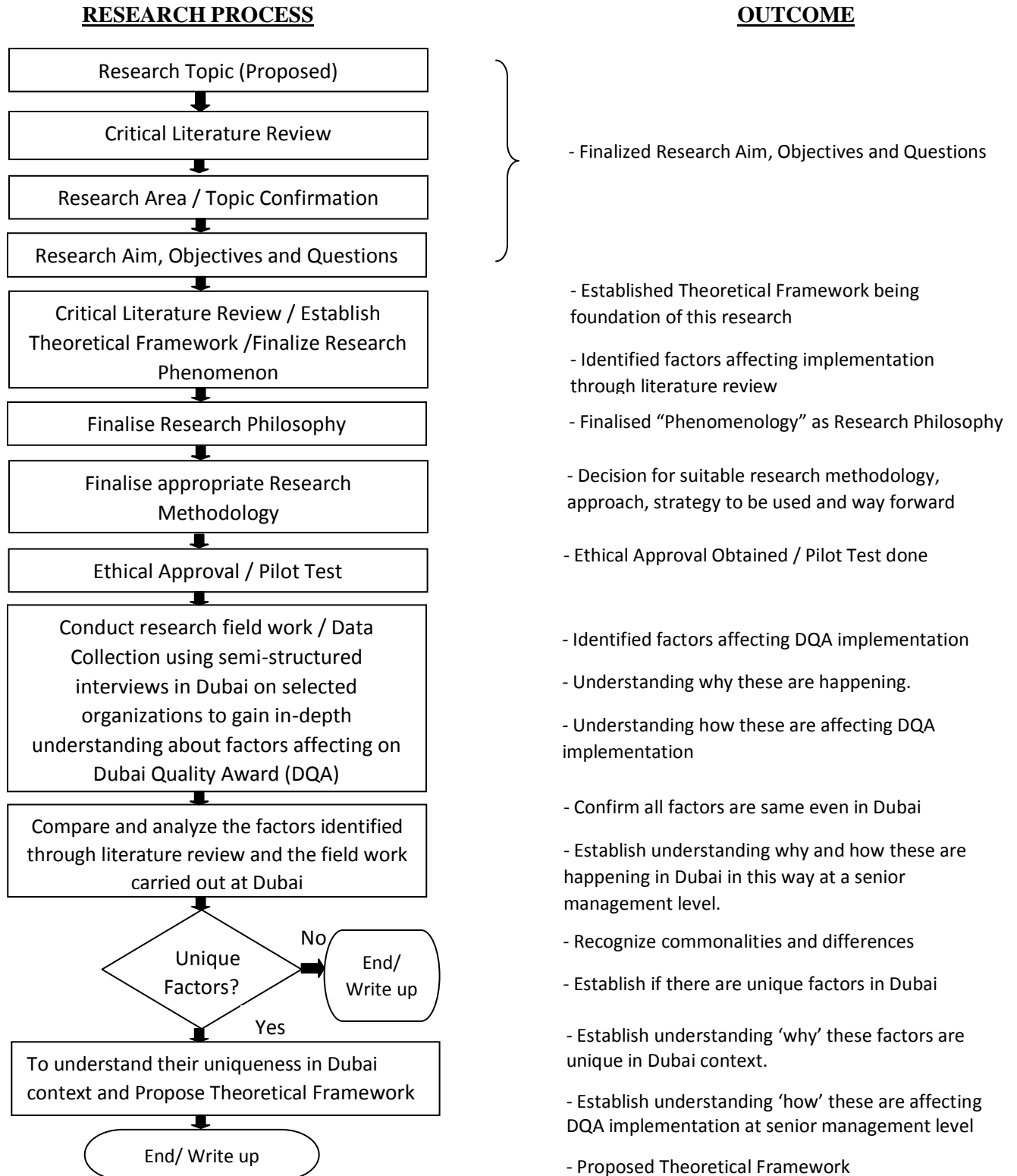
- The researcher selected qualitative philosophy as the main approach of this research because it enabled the researcher to dive in the real life of context to explore the included features and factors. It proved powerful for giving insights, findings, and recommendations. This approach is further supported by various authors as well such as, Amaratunga (2002), Leonard and McAdam (2001) and Easterby-Smith (2002);

- This research interested in rich description and deep understanding of the phenomena related factors affecting implementation of DQA criteria to gain in-depth understanding of them at a senior management level in the context of Dubai based organisations. The qualitative research is a source of well-grounded rich descriptions and explanations of processes in identifiable local context (Amaratunga *et al.*, 2002).

- The qualitative research is a mixture of the rational, explorative and intuitive, where the skills and experience of the researcher play an important role in the analysis of data (Ghauri and Gronhaug, 2005). This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret phenomena in terms of the meanings people bring to them. In relation to this, the qualitative method was the most appropriate one to use in this research;

- The research is first of its kind in the Dubai context, therefore qualitative data are useful when one needs to discover or explore a new area, and to supplement, validate, explain, illuminate, or reinterpret quantitative data collected from the same setting (Amaratunga *et al.*2002);

In view of the above points, following research design flow chart was established:



**Figure 4.2: Research Design Flow Chart (produced for this research)**

#### 4.3.4 Deductive versus Inductive

There are two main research approaches: the deductive and inductive approach. Yin (2011) argues that there is no one research approach which is always better than the other, the research approach used depends on the nature of the subject under study. According to Saunders *et al.* (2009), this is whether research should use deductive approach, in which the researcher develops a theory and hypothesis (or hypotheses) and designs a research strategy to test the hypothesis, or the inductive approach, in which the researcher would collect data and develop theory as a result of data analysis.

**Deductive research** – is a study in which a conceptual and theoretical structure is developed and then tested by empirical observation; thus particular instances are deduced from general inferences. For this reason, the deductive method is referred to as moving from general to specific (Collis and Hussey, 2009). This reflects moving from theory to its empirical investigation. It is quantitative research carried out under positivist philosophy and usually emphasizes quantification in the collection and analysis of data. According to Bryman (2007), deductive approach requires the researcher to deduce a hypothesis of what is known and must be subjected to empirical research.

**Inductive research** – It is a qualitative research carried out under phenomenological philosophy. The inductive approach often associates with qualitative research in which the researcher collects data and develops theory as a result of data analysis (Saunders *et al.*, 2009). Since it involves moving from individual observation to statements of general pattern or laws, it is referred to as moving from specific to general reflecting theory as the outcome of research (Collis and Hussey, 2009). According to Creswell (2003), in inductive approach, the data gathered from participants will be analysed and then compared with existing literature.

One can argue that the inductive and deductive approaches to research can be used together as they are not mutually exclusive and in one project the researcher may use both (Collis and Hussey, 2003; Saunders *et al.*, 2009). Yin (2011) however emphasised that there is no one research approach which is always better than the other, the research approach used depends on the nature of the subject under study.

Saunders *et al.* (2007) further identified the main differences between both approaches as shown in Table 4.3.

<b>Deductive Approach</b>	<b>Inductive Approach</b>
Scientific principles	Gaining and understanding of the meaning humans attach and events
Moving from theory to data	A close understanding of the research context
The need to explain the causal relationship among variables	The collection of qualitative data
The collection of quantitative data	A more flexible structure to permit changes of the research emphasis as researcher is part of the research process
The application of controls to ensure validity of data	A realisation that the researcher is part of the Research process
The operationalisation of concepts to ensure clarity of definition	Less concern with the need to generalise
A highly structured approach	
Researcher's independence of what is being Researched	
The necessity to select samples of sufficient size in order to generate conclusions	

**Table 4.3: The Major Differences between Deductive and Inductive Approaches**

*Source: Saunders et al. (2007, p. 120)*

Based on the above discussion and keeping in view the research focus of being original research where no information was available in Dubai Context, inductive approach adopted from literature review to field study in order to achieve the research objectives.

#### **4.3.5 Justification for Research Approach adopted: Inductive**

- This research is first of its kind in the context of Dubai and from DQA perspective where no information was available on factors affecting implementation of DQA excellence model at senior management level, therefore present researcher adopted inductive approach.
- This research is social science in nature, and deals with attitudes and experiences of the people in the case study organisations, regarding factors affecting implementation of DQA excellence model at senior management level. Supporting this nature of research and related inductive approach, Saunders *et al.* (2009) commented that inductive approach is a more flexible structure to permit changes as the researcher is part of the research process. This was important as the in depth insight investigation was conducted on the experience of the case study organisations to address the research questions and to achieve research objectives.

#### **4.3.6 Addressing Issues of Credibility, Transferability, Dependability and Confirmability**

##### **4.3.6.1 Credibility**

Houghton, Casey, Shaw and Murphy (2013) highlight in their research of rigour in qualitative case study research that credibility refer to the value and believability of the findings. Oxford dictionary (2016) defines credibility as the quality of being trusted and believed in. In this research, credibility of findings was ensured through triangulation and corroboration of information from different key informants as it enhanced the believability. This has been advocated by Fogg (1999) and Vera (2005) who mentioned that credibility can be simply defined as believability.

#### **4.3.6.2 Transferability**

Transferability refers to the degree to which the results of qualitative research can be transferred to other contexts with other respondents (Vincent, 2014). As this is original research in the Dubai context, two cases study was selected for this research as part of the research design to ensure transferability. Vera (2005) mentioned transferability as parallel to external validity and highlighted that purposeful sampling and multiple case study can facilitate the transferability. Purposeful sampling and multiple case study were used in this research.

#### **4.3.6.3 Dependability**

Vera (2005) considers dependability as paralleling to concept of reliability and refers to the dependability as the stability of findings over time. In this research dependability was considered as part of the research design as case study data protocol was developed. Moreover comprehensive research documentation and their tracking further ensured dependability of research findings.

#### **4.3.6.4 Confirmability**

According to Vera (2005), confirmability is parallel to objectivity and deals with the issue of bias and prejudice of the researcher. Tobin and Begley (2004) highlight that confirmability is concerned with establishing that data and interpretations of the findings are clearly derived from the data. To ensure objectivity and avoid researcher's bias in this research, multiple data collection methods were used. Moreover, multiple key informants were targeted in order to corroborate the information and thus to improve confirmability.

#### 4.4 Research Strategy

"A research strategy is a general plan of how to answer research questions" (Saunders *et al.*, 2007, p.610). Yin (2011) explained the research strategy as something that guides the investigator in the process of collecting, analysing and interpreting observation. The research design should demonstrate how it will answer the research questions and how the researcher intends to cope with them. Yin (2011) further suggested three conditions which can be used in choosing the appropriate research strategy:

- i) the type of research question posed;
- ii) the extent of control an investigator has over actual behavioural events; and
- iii) the degree of focus on contemporary as opposed to historical events.

According to Yin (2009), five types of research strategies are adopted for social science research including experiments, surveys, archival analysis, histories and case studies.

Table 4.4 shows the three conditions with five different types of research strategy:

<b>Strategy</b>	<b>Form of Research Question</b>	<b>Require Control of Behavioural Events?</b>	<b>Focuses on Contemporary Events?</b>
<b>Experiment</b>	how, why?	Yes	Yes
<b>Survey</b>	who, what, where how many, how much?	No	Yes
<b>Archival analysis</b>	who, what, where how many, how much?	No	Yes/No



<b>History</b>	how, why?	No	No
<b>Case study</b>	how, why?	No	Yes

**Table 4.4: Relevant Situation for Different Research Methods**

*Source: Yin (2009, p.8)*

Saunders *et al.* (2009) observed that a research strategy may include experiments, surveys, case studies, ethnography, action research, cross-sectional and longitudinal studies. Yin (2011) highlighted the common misconception of many social scientists, who still deeply believe that case studies are only appropriate for the exploratory phase of an investigation, that surveys and histories are appropriate for the descriptive phase, and that experiments are the only way of doing explanatory or causal enquiries.

#### **4.4.1 Selection of Case Study as Research Strategy**

Robson (2002) and Saunders *et al.*, (2009) suggested that case study to be used if the researcher wishes to gain a rich understanding of the context of the research. In addition Yin (2009, p.13) suggested case study as, *“The preferred strategy when “how” and “why” questions are being asked about, when a contemporary set of events, when the investigator has little control or no control over events.”* Denscombe (2007) identified that one of the strengths of the case study strategy is that it allows the researcher to use a variety of sources and a variety of types of data as part of the investigation.

There are however some concerns about case study as a research strategy such as lack of rigour of case study research, provides little basis for scientific generalisation and takes too long providing massive unreadable documents (Yin, 2011), who advocated case study as a research approach and highlighted it an approach which is extremely helpful in answering 'what', 'why' and 'how' questions. From the critique of the case study, its great strength is to allow the researchers to focus on a limited situation and to attempt to classify the various

interactive processes at work. Denscombe (2007) further supported it reflecting that case study focuses on a particular phenomenon with a view of providing an in-depth account of events.

<b>Case Study Research Characteristically Emphasizes</b>		
Depth of Study	Rather than	Breadth of Study
The particular	Rather than	The General
Relationships/Processes	Rather than	Outcomes and End Products
Holistic View	Rather than	Isolated Factors
Natural Settings	Rather than	Artificial Situations
Multiple Sources	Rather than	One Search Method

**Table 4.5: Relevant Situation for Different Research Methods**

*Source: Denscombe (2007, p. 37)*

<b>The Uses of a Case Study</b>	
<b>Discovery led</b>	
Description	Describes what is happening in a case study setting (e.g. events, processes and relationships),
Exploration	Explores the key issues affecting those in a case study setting (e.g. problems or opportunities).
Comparison	Compares settings to learn from the similarities and differences between them
<b>Theory Led</b>	
Explanation	Explains the causes of events, processes or relationships within a setting
Illustration	Uses a case study as an illustration of how a particular theory applies in a real life setting.
Experiment	Use a case study as test bed for experimenting with changes to specific factors (or variables).

**Table 4.6: The Uses of a Case Study**

*Source: Denscombe (2007, p.38)*

#### 4.4.2 Justification of the Case Study Strategy Adopted

In view of the phenomenon under research and chosen research philosophy and approach, case study research strategy was considered the most suitable and adopted for this research as it attempted to generate answers to the Why, What and How questions to understand the phenomenon in-depth.

- This study was exploratory in perspective; it was interested in knowing about “what”, “how” and “why” issues related to the factors affecting the implementation of Dubai Quality Award excellence model at the senior management level in the context of Dubai. Yin (2011) recommended that the case study strategy would be ideal for a research project that focuses on the “what”, “how” and “why” questions. This became more important because of the originality of this research.
- Case study was particularly suitable in this context due to the fact that the researcher had little control over events as the phenomenon under investigation occurred naturally and the research did not impose any control or change circumstances. As Denscombe (2007) highlighted, the 'case' forms the basis of investigations in a natural setting because it is not a situation that is artificially generated specifically for the purpose of the research. It exists prior to the research project and it is hoped that it continues to exist once the research has been completed. This has been further advocated by various authors such as Collis and Hussey, 2009; Saunders *et al.*, 2009; Yin, 2011).
- The aim of this research was to investigate an organisation's factors affecting the implementation of quality excellence framework at a senior management level in the context of Dubai. Therefore to achieve this aim, relevant objectives were set which require in-depth study to examine factors. This is in line with the recommendation made by Denscombe

(2007) and Saunders *et al.* (2009) who mentioned that case study is used if the author wishes to gain a rich understanding of the context and getting some valuable and unique insights. This view was further supported by Jankowicz (2000) who stressed that the advantage of case study research is that it will enable the generation of comprehensive and informative data.

- Case study was considered a suitable method for this research in view of the academic time limits and resource constraints.

#### **4.4.3 Justification for Choosing Multiple (Two) Case Study Organisations**

Ghauri (2005) and Yin (2011) advised that the single case can be used to determine whether a theoretical proposition is correct, whether some alternative set of explanations may be more relevant or if the focus is to gather richness of details on the information needed. Favouring one case study, Creswell (1998) argued that the study of more than one case dilutes the overall analysis; the more the cases, the greater the lack of depth in any single case. However, advocating the multiple case studies, Yin (2011) and Collis and Hussey (2009) observed that multiple case studies are more common and are generally used to replicate findings or support theoretical generalisation and the evidence from multiple cases is often considered more compelling and the overall study is therefore regarded as being more robust.

According to Saunders *et al.*, (2009), the rationale for using multiple cases focuses upon the need to establish whether the findings of the first case occur in other cases and as a consequence to generalise these findings. Therefore, multiple case studies can overcome such problems. Yin (2011) further found that criticisms about single-case studies always reflects fears about the uniqueness surrounding the case and may turn into scepticism about the researcher's ability to do empirical work beyond having done a single case study. He

concluded that having multiple case designs can begin to blunt such criticisms and scepticism. Denscombe (2007) warned that the choice and number of cases to investigate and how these are to be selected are the important aspects of decisions the researcher faces. Yin (2011) reminded that a researcher, who chooses to use a single case study needs to have a strong justification for their choices.

Therefore, keeping in view the research aim and objectives, the author decided to conduct two case studies in order to answer the research questions.

#### **4.4.4 Case Study Selection Criteria**

In view of the aim of the research study, an in-depth investigation was conducted to analyse and understand the factors affecting the implementation of Dubai Quality Award (DQA) excellence model at a senior management level in Dubai based organisations. While the literature review guided the researcher to establish the case study selection criteria, he further discussed the research aim and objectives with Dubai Quality Award's Secretariat being custodian of the Dubai Quality Award process. Thus opinion of the DQA Secretariat was also obtained for case study selection criteria and about the case study organisations to be selected for this research.

The Dubai Quality Award excellence model has three award categories i.e. Dubai Quality Award Gold, Dubai Quality Award and Dubai Quality Award Appreciation (DQA criteria book, 2003, 2010 and 2013). DQA appreciation category is for entry level organisations whereas Gold and award category winners need to show results for over five years and three years respectively (DQA criteria book, 2003, 2010 and 2013). Therefore, gold and award winners have already experienced and have gone through the entry level phase.

Therefore, keeping in view the research aim and objectives of the study and the number of years of experience earned by the gold and award winner organisations for their journey towards excellence, it was decided to choose DQA gold and Award categories only for this research study.

The researcher then reviewed the number of DQA gold and award winners from 2000 to 2008 and their industrial sectors. Tables 4.7 and 4.8 presents a summary of this analysis:

Total DQA Winners From 2000-2008	DQA Gold Winners	DQA Award Winners
	11	33

**Table-4.7: Number of Gold and Award Category Winners from 2000-2008** (based on DQA winners list at DED web site [www.ded.gov.ae](http://www.ded.gov.ae)) (Adapted for this thesis)

Sector	DQA Gold Winners	DQA Award Winners
Service	9	28
Manufacturing	2	5

**Table-4.8: Number of DQA Gold and Award winners in Service and Manufacturing Sectors** (Adapted for this thesis)

Based on the literature review, discussion with the DQA secretariat and in view of the experience of the DQA Gold and Award winners for implementing excellence model requirements over the years, following criteria was established for this research study:

1. Choose one case study organisation each from the service and manufacturing sectors
2. Choose one gold and one award winner organisation
3. Senior management willing to support the research by providing interviews and other relevant data

#### **4.4.4.1 Rationale for case study selection criteria**

##### **i- Choose one case study organisation each from service and manufacturing sectors**

The Dubai Quality Award is run on a yearly basis. The organisations apply for DQA under either of these sectors. By choosing both industrial sectors, the aim and research objectives of the present research were achieved for in-depth understanding of the phenomenon for both the sectors.

##### **ii- Choose one gold and one award winner organisation**

The DQA gold and award winners are required to present results of 5 years and 3 years respectively to be eligible for the respective award category. Therefore, both category organisations had spent a considerable amount of time to attain an experience for implementing excellence framework and hence have gained a practical maturity level towards the journey of excellence. Moreover choosing one gold and one award winner also provided a comparison and in-depth understanding for factors among these award categories as their experience level for the excellence framework implementation is different.

##### **iii- Senior management willing to Support the Research by Providing Interviews and Other Relevant Data**

Permission of the case study organisation to access and conduct the research was critical to carry out the research study successfully. The Dubai Quality Award Secretariat also played a role in convincing case study organisations for this academic research which made accessibility easier for the present researcher. To obtain permission from the DQA gold and

award winner organisations, the following steps were taken:

### **iii a- Contacting DQA Gold Winners**

The researcher obtained telephone numbers of quality and business excellence departments of the DQA gold winning organisations from the DQA secretariat. Then an initial contact was made to all eleven DQA gold winners by telephone. Based on the telephonic conversation, the researcher short listed three winners according to the willingness of participation shown. Formal email was then sent to the short listed organisations requesting a meeting. On agreement with one DQA Gold winner, first meeting was convened with the business excellence department explaining about research aims and sharing research information sheet, informed consent form, ethical consideration and intention for interviews. The final meeting was then carried out with the senior management to explain the aims and objectives of the research. Finally, the senior management of the CSO / B agreed to support the research and asked for signing the NDA. The researcher signed the NDA accordingly.

### **iii b- Contacting DQA Winners**

The researcher obtained telephone number of the quality and business excellence departments of the DQA winner from the DQA secretariat. Then an initial contact was made to all 33 DQA winners by telephone; five of them were not reachable but the initial response was received from the remainder 28 award winners. Based on the telephonic conversation, the researcher short listed sixteen organisations according to the willingness of participation shown. Formal email was then sent to the short listed organisations requesting a meeting. Four of the organisation's business excellence departments responded accepting the meeting request. The researcher then had a first meeting with the four organisations explaining about the research aims and sharing research information sheet, informed consent form, ethical consideration and intention for interviews. While three organisations refused to participate in



the research; one organisation i.e. CSO / A accepted to support the research. On request of the quality department of the CSO / A, a final meeting was convened with the senior management to seek their support for this research and thus the agreement was obtained.

#### **4.4.4.2 Justification for not selecting DQA Appreciation Category and Non-Winners**

DQA appreciation category and non-winners were excluded due to following reasons:

1. DQA Appreciation category is for entry level organisations as they have only one year experience of applying excellence model practices. Therefore, they are usually at the initial stages of implementing excellence model requirements.
2. Rationale for not considering non-winners for this research was due to the fact that unsuccessful organisations might have various other strategic and/or operational issues and factors which might affect their focus on the study.
3. Another reason for not including non-winner was that the research findings and recommendations may not be acceptable to the DQA winner organisation considering that they are already winners, so these recommendations are not applicable to them.
4. Because of large number of unsuccessful organisations as compared to the successful organisations, sampling might not be appropriate to select non-winner organisations.

#### **4.4.5 Case Study Comparison Criteria and Organisation to be focused for this Research**

Based on the case study selection criteria, the researcher selected two case study organisations for this research, among which one case study i.e. DQA gold winner in service sector and the other being DQA award winner in manufacturing sector. Therefore, a total of

two cases study were carried out to investigate the factors affecting implementation of quality excellence framework at a senior management level. Moreover both the organisations were based in Dubai, therefore accessibility was supportive to conduct interviews, attend meetings and dialogues, and do the fieldwork observations. According to Ghauri and Gronhaug (2005, p. 118), “*The time available for the study, financial resources for travelling and other practical issues are of great importance*”. Table 4.9 presents comparison for selection of case study organisation based on the case study selection criteria.

<b>SN</b>	<b>Case Study Selection Criteria</b>	<b><u>CSO / A</u></b> <b>(Machinery Division-Kanoo Group)</b>	<b><u>CSO / B</u></b> <b>(Wild Wadi Water Park-Jumeirah Group)</b>	<b>Remarks</b>
1	Choose one case study organisation each from service and manufacturing sectors	Manufacturing  - No. of Personnel: 350  - No overseas Operations for the Machinery Division.	Service  - Number of personnel: 750  - No overseas operations for the Wild Wadi Water Park.	- CSO / B was the most recent DQA Gold winner at the time of initiation of the research.  - Senior management of both Case Study organisations supported the research
2	Choose one gold and one award winner organisation	Award Winner	Gold Winner	
3	Senior management willing to support the research by providing interviews and other relevant data	CEO Accepted and advised Business Excellence Department	GM Accepted and NDA signed	

**Table 4.9: Case Study Comparison Criteria for Selecting CSO/A and CSO/B**

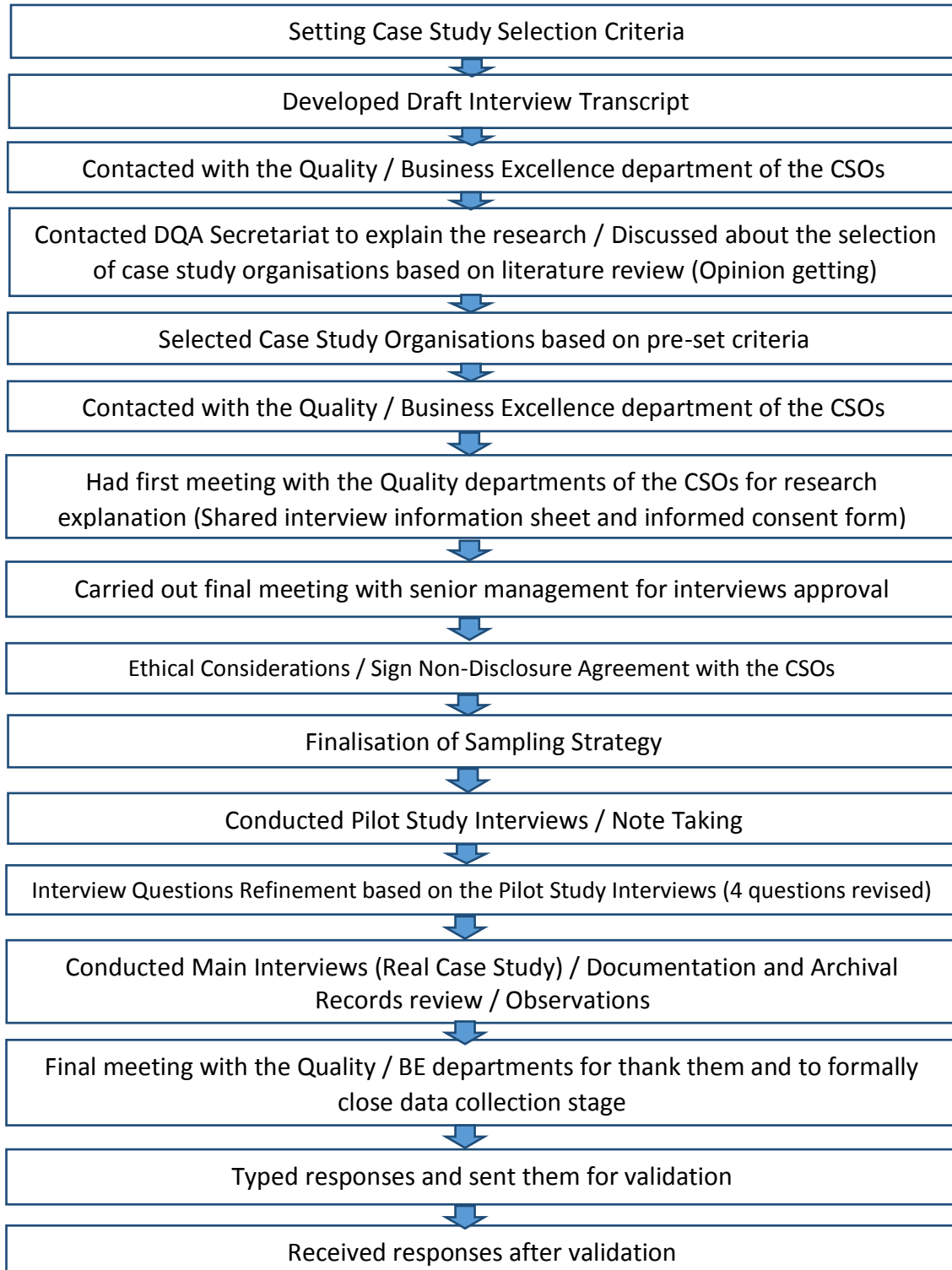
#### **4.5 Delimitations of the Study**

There were number of research delimitations which should be kept in mind while studying the factors affecting at a senior management level during quality excellence framework (DQA) implementation. These were as follows:

- i- Firstly, this subject was approached mainly from the understanding of factors affecting at a senior management level. Other factors which might be present at middle management and junior staff level were not taken into account of this study.
- ii- Secondly, keeping in view the research aim of the study, the focus was on investigating factors affecting implementation of quality excellence framework. Therefore, external enablers and barriers were not covered as part of this study.
- iii- Thirdly, the present research was conducted in Dubai context only; therefore there might be other factors even at a senior management level in organisations of other countries due to local organisational environment and culture, political scenarios, technological advancement and variation, legal and market issues and so were beyond the scope of this study.
- iv- Fourthly, the qualitative research was carried out to gain in-depth understanding of the phenomenon instead of quantitative research as most of the studies available related to this topic in literature were qualitative in nature. The present study was no exception.
- v- Finally, the sample size of two case studies might not appear appropriate to some researchers, particularly the statisticians, but it sufficed for the purpose this research was made. References from various authors / researchers were provided in this report justifying the selection of sample size in view of case study methodology.

## 4.6 Data Collection Method

Figure 4.3 reflects data collection schematic steps performed for this research.



**Figure-4.3: Data Collection Schematic Flow (Produced for this thesis)**

Data may be collected from primary or secondary sources. Denscombe (2007), Easterby-Smith, (2002) and Yin (2011) mentioned different data collection techniques. Those data collection techniques could be summarized as: “Documentation, Archival records, Interviews, Direct observation, Participant-observation, Physical artefact, Diaries, Focus group, simulation, and Questionnaire”. Yin (2011) further highlighted that no single source has a complete advantage over the others; while the use of multiple sources of evidences can help in clarifying the real meaning of the phenomenon being studied.

Yin (2009, p.102) proposed six major sources of evidence in doing case study: documentations, archival records, interviews, direct observation, participant-observation and physical artefacts. Each source has its own strengths and weaknesses as illustrated in the table 4.10 below:

<b>Sources of Evidence</b>	<b>Strengths</b>	<b>Weaknesses</b>
Documentations	<ul style="list-style-type: none"> <li>• stable-can be reviewed repeatedly</li> <li>• unobtrusive-not created as a result of the case study</li> <li>• exact-contains exact names, references, and details of an event</li> <li>• broad coverage-long span of time, many events, and many settings</li> </ul>	<ul style="list-style-type: none"> <li>• Retrieve-ability- can be low</li> <li>• biased selectivity, if collection is incomplete</li> <li>• reporting bias-reflects (unknown) bias of author</li> <li>• access-may be deliberately blocked</li> </ul>
Archival Records	<ul style="list-style-type: none"> <li>• (Same as above for documentation)</li> <li>• precise and quantitative</li> </ul>	<ul style="list-style-type: none"> <li>• (Same as above for documentation)</li> <li>• accessibility due to privacy reasons</li> </ul>
Interviews	<ul style="list-style-type: none"> <li>• targeted-focuses directly on case study topic</li> <li>• insightful-provides perceived causal inferences</li> </ul>	<ul style="list-style-type: none"> <li>• bias due to poorly constructed questions</li> <li>• response bias</li> <li>• inaccuracies due to poor recall</li> <li>• reflexivity-interviewee gives what</li> </ul>

		interviewer wants to hear
Direct Observations	<ul style="list-style-type: none"> <li>• reality-covers events in real time</li> <li>• contextual-covers context of event</li> </ul>	<ul style="list-style-type: none"> <li>• time-consuming</li> <li>• selectivity-unless broad coverage</li> <li>• reflexivity-event may proceed differently because it is being observed</li> <li>• cost-hours needed by human observers</li> </ul>
Participant-Observation	<ul style="list-style-type: none"> <li>• (Same as above for direct observations)</li> <li>• insightful into interpersonal behaviour and motives</li> </ul>	<ul style="list-style-type: none"> <li>• (Same as above for direct observations)</li> <li>• bias due to investigator's manipulation of events</li> </ul>
Physical Artefacts	<ul style="list-style-type: none"> <li>• insightful into cultural features</li> <li>• insightful into technical operations</li> </ul>	<ul style="list-style-type: none"> <li>• selectivity</li> <li>• availability</li> </ul>

**Table 4.10: Six Sources of Evidence: Strengths and Weaknesses**

*Source: Yin (2009, p.102)*

Keeping in view the aim and objectives of this research, the author conducted one-on-one semi-structured open ended interviews as the main method for data collection. To support and compliment main method, other sources of data collection i.e. documentation, archival records, direct observation were also used so that the collected data could be triangulated and validated. Other sources were considered to be directly related to sociological investigation, and therefore were not used in this research. Various authors advocated use of semi-structured interviews as preferred data collection method within the context of a qualitative case study research not only to reveal and understand the 'what' and 'how', but also to place more emphasis on explaining 'why' (Grix, 2004; Jankowicz, 2000; Saunders *et al.*, 2009).

To increase the data reliability and validity with the aim to gain in-depth knowledge of the phenomenon, the researcher performed the followings:

- 1) Used multiple sources of evidence to triangulate the data;
- 2) Preparedness for semi-structured interview, selection of related topics, usage of open ended questioning technique, recording information;
- 3) Created a case study database including chain of evidence (such as case study data base / notes, topics / questions, documents) for later access, review, perusal and report;

Above techniques have been emphasized by number of researchers to increase data reliability and validity including Collis and Hussey, 2009; Saunders *et al.*, 2009; Robson, 2002; Yin, 2009 and 2011.

#### **4.6.1 Mixed Method Vs Multi Method**

Mixed Method is a use of quantitative and qualitative data collection techniques and analysis procedures either at the same time (parallel) or one after the other (sequential) (Saunders, 2011). In this research mixed method was not used.

Multi method is a use of more than one data collection technique and corresponding analysis procedure or procedures (Saunders, 2011). In this research, multi method for data collection used including interviews, documentation, archival records and direct observation. Keeping in view of case study research, these multi method considered suitable for data collection.

Following tables 4.10.1, 4.10.2 and 4.10.3 reflect data collection methods anticipated, eventually implemented and their difference respectively:

SN	<b>Data Collection Protocols for Organisational Artefacts and Observations Before Meeting the Organisational Representatives</b>	
1	Interviews	Key Informants as selected Interviewee
2	Documentation	<ul style="list-style-type: none"> <li>• DQA submission</li> <li>• Organisation Profile</li> <li>• Minutes of Meetings</li> <li>• Co. website</li> <li>• Correspondence between the case study organisation and DQA office</li> </ul>
3	Archival Records	<ul style="list-style-type: none"> <li>• Evidences related to Criteria covered in the DQA submission</li> <li>• Tracking records</li> <li>• History of Case Study organisation</li> <li>• Surveys Data</li> </ul>

**Table 4.10.1: Data Collection methods Anticipated** (Produced for this research)

SN	<b>Data Collection Protocols that were eventually implemented</b>	
1	Interviews	Key Informants as selected Interviewee
2	Documentation	<ul style="list-style-type: none"> <li>• DQA submission</li> <li>• Organisation Profile</li> <li>• Minutes of Meetings</li> <li>• Co. website</li> <li>• Correspondence between the case study organisation and DQA office</li> <li>• JDs</li> </ul>
3	Archival Records	<ul style="list-style-type: none"> <li>• Evidences related to Criteria covered in the DQA submission</li> <li>• Tracking records</li> <li>• History of Case Study organisation</li> <li>• Surveys Data</li> <li>• Training Records</li> </ul>
4	Direct Observations	<ul style="list-style-type: none"> <li>• Attended DQA meeting</li> <li>• Attended Review Meeting</li> <li>• Observed DQA Awareness Seminar</li> <li>• Observed working environment</li> <li>• Day to Day work and people environment</li> </ul>

**Table 4.10.2: Data Collection method eventually Implemented**

(Produced for this research)



<b>Difference Between Data Collection method Anticipated and Eventually Implemented (Difference in Tables 4.10.1 and 4.10.2)</b>	
Documentation	<ul style="list-style-type: none"> <li>• JDs</li> </ul>
Archival Records	<ul style="list-style-type: none"> <li>• Training Records</li> </ul>
Direct Observations	<ul style="list-style-type: none"> <li>• Attended DQA meeting</li> <li>• Attended Review Meeting</li> <li>• Observed DQA Awareness Seminar</li> <li>• Observed working environment</li> <li>• Day to Day work and people involvement</li> </ul>

**Table 4.10.3: Difference between Data Collection Method anticipated and actually Implemented** (Produced for this research)

#### **4.6.2 Interviews**

Saunders *et al.* (2009) believed, an interview as a purposeful discussion between two or more people, which helps to collect valid and reliable data which are relevant to research aims and objectives. Yin (2011) identified that interviews are one of the most important sources of information in case studies. For instance, researcher wants to know 'why' a particular process occurred as it did. He further highlighted that interviews are an essential source of case study evidence because most case studies are about human affairs or behavioural events. Yin (2011) further stated that interviewee's responses are subject to the common problems of biasness, poor recall, and inaccurate articulation, and so reasonable approach is to corroborate interview data with information from other sources.

#### **4.6.3 Semi-structured Interview**

Saunders *et al.* (2007, p.311) quoted, "*Interviews may be highly formalised and structured, using standardised questions for each respondent, or they may be informal and unstructured conversations. In between there are intermediate positions.*" He further categorised

interviews as structured interviews, semi-structured interviews, and unstructured or in-depth interviews. Jankowicz (2000) recommended that semi-structured interviews are a powerful data collection technique when used within the context of a case study research strategy. In a semi-structured interview, researchers can clarify doubts and ensure that the respondents understood the questions and the responses are also understood by the interviewer (Sekaran, 2006). Yin (2009, p.107) suggested that most commonly, case study interviews are in-depth interview and of an open-ended nature, in which researcher can ask key respondents about the facts of a matter as well as their opinions about events. He further advised that, “*case study interviews required you to operate on two levels at the same time: satisfying the needs of your line of inquiry while simultaneously putting forth ‘friendly’ and ‘nonthreatening’ questions in your open-ended interviews.*”

Keeping in view the nature of this research, semi-structured interview was used as the main method for data collection purposes. One of the advantages of the semi-structured interview was the flexibility to explore areas as they arise during the interview process. Therefore, open-ended interview topics were prepared based on literature review and relevant questions were asked to the interviewees in order to gain insight into the subject investigated. It was also considered that the research aim focuses at a senior management level of the case study organisation, where managers tend to be busy people not having much time, so access for fieldwork could be very difficult and may be hedged with many conditions. Highlighting this issue, Easterby-Smith, *et al.* (2002, p.8), mentioned that now a days, managers have to count very carefully the cost of their time and therefore interviews fitted into busy schedules, are likely to be much more feasible than unstructured observations and lengthy discussions. Yin (2009, p.108) however cautioned that the interviews should always be considered verbal reports only, however the interview responses are subject to the common problems of biasness, poor recall, and poor or inaccurate articulation. He further mentioned that the reasonable approach is to corroborate interview data with information from other sources. Keeping in view, documentation, observations and archival records were also used in addition to the semi-structured interviews.

#### **4.6.4 Documentation**

Yin (2011) mentioned that for case studies, the most important use of documents is to corroborate and augment evidence from other sources. The types of documentary information that are relevant to the research can take shape in many forms such as records of meetings, letters, memos and website pages (Denscombe, 2007).

For this research, case study organisations' documentation related to this research were also used to substantiate the information collected through semi-structured interviews. The documents related to the case study organisations' included company profile, DQA submission document, Minutes of meetings conducted for Dubai Quality Award application, mail correspondences for DQA and website pages. Documentation review also provided some new insights to the researcher such as better understanding regarding level of DQA preparation and implementation within the case study organisation, understanding the Dubai context and observing the information in Dubai context.

#### **4.6.5 Observation**

Sekaran (2006) quoted that observational studies can provide rich data and insights into the nature of the phenomena observed. Yin (2011) indicated that formal observation involves observation of meetings, sidewalk activities, factory work, classrooms and the like. He added that less formal observations can be made throughout a field visit, including those occasions during which other evidence is being collected. Denscombe (2007) and Yin (2011) mentioned that case study should take place in the natural setting of the 'case', creating opportunity for direct observation because it would help to observe things as they normally happen, rather than as they happen under artificially created conditions such as laboratory experiments.

For this research, direct observation was also used as another source of evidence during interviews. Such observations included working environment, people involvement and behaviour in day to day work for excellence model related tasks, meetings style and interviewees status within the organisation as advocated by Yin (2009, p.109).

#### **4.6.6 Archival Records**

In this study, archival records related to this research were also looked into. Therefore, history of the case study organisations, Dubai Quality Award submission and organisation charts were reviewed as an archival records in order to gain an understanding of the case study organisations background and current structure. This has been advocated by Yin (2011), who suggested that archival records such as services records, organisational records including organisation charts, maps, survey data and personal records are also relevant for many case studies.

#### **4.6.7 Justification for Choice of Data Collection Methods**

- This research study used the qualitative approach, case study strategy and semi-structured interview method. Ghauri and Gronhaug (2005) mentioned that the qualitative methods use relatively more qualitative techniques, such as conversation and in-depth semi-structured interviews. Yin (2011) also confirmed that interview is a widely-used method for data collection in social science in general, and in management and business research in particular.

- Face to face individual in-depth interviews were conducted, in which author asked respondents about their experiences and the facts of the matter as well as their opinions about the phenomena under study. The respondents were allowed to talk at length about

their insight experience and understanding of the events. This was advocated by the Denscombe (2007). He further elaborated that in-depth interviews are used extensively for collecting data when there is need to explore in depth details involving opinions, feelings and experiences.

- In this research, data was collected qualitatively using semi-structured interviews. As the research questions required in depth insight information, face to face semi-structured interviews were conducted with the top management and middle management level. This is supported by Jankowicz (2000), who confirmed that the semi-structured interview is a powerful data collection technique when used within the context of a case study research method. Saunders *et al.* (2009) added that semi-structured and in-depth interviews are used in qualitative research not only to reveal and understand the 'what' and 'how' but also to place more emphasis on explaining the 'why'.

- To study social sciences related to experience, attitudes, and behaviour were very complex whereby the researcher had to be in direct contact with the people who were involved with the phenomenon or events. This is supported by Denscombe (2007) who stressed that interview is a good way of exploring participants' subjective meaning, where the interviewer can gain direct access to the perspective interviewees.

- This research also included documentation review, observation, and archival records as the data collection methods as advocated by Yin (2011) who stated that the major strength of case study data collection is the opportunity to use multiple sources of evidence such as experiments, surveys, or histories.

#### **4.6.8 Generating and Developing the Interview Questions**

The main function of the questions used in interviews was to gather enough required data to achieve the aim and objectives of the research. The literature review was the main source of forming the research topics and relevant questions, thus, the researcher generated and developed them for discussion in the light of related issues highlighted through literature review as factors affecting implementation of excellence model at a senior management level of organisations. Moreover, while generating interview questions, research aim, research questions and research objectives were also fundamental to develop interview questions in alignment with the literature review. (See Appendix-2: Linkage between research aim, research questions, research objectives and interview questions).

Furthermore, to enhance validity and reliability of the questions, the researcher's supervisor who had quality and strategy expertise reviewed them from open ended in-depth interviews perspective and his comments were taken into consideration while finalising.

##### **4.6.8.1 Steps Taken for Generating and Developing Interview Transcript / Questions**

- i- Research aim and objectives, research questions, relevant literature review and factors identified were kept at forefront.
- ii- Discussions done with the researcher's supervisor for expert opinion.
- iii- As the research focus was on senior management, so sensitivity of positions were considered. Therefore, there was conscious decision taken not to start interviews with direct implementation questions rather build the questions gradually. Furthermore, to put interviewee at ease, it was also thought to initiate the interview with brief introduction about the research and then to proceed about knowing the interviewees.
- iv- Therefore, interview transcript started with Introduction about the research, approximate interview time to be taken, ensuring confidentiality and health and

safety issues, if any.

- v- Demographic information about the interviewees then mentioned to confirm interviewee name and position.
- vi- Then, to gradually build the questions, first main topics were decided. These topics were:
  - DQA Project Initiation
  - DQA Project Planning
  - DQA Implementation Process
  - DQA Project Monitoring and Control
  - DQA Project Performance Review
  - General
- vii- Then, in view of the identified factors from literature review and to address research questions, interview questions were drafted under each of the above topic. As the research focus was on the excellence framework implementation at a senior management level, therefore most of the questions were included under the DQA implementation process. Each of the identified factors was taken into consideration one by one and related questions were developed.
- viii- Each main question under DQA implementation process was then had sub questions to address why and how.
- ix- Finally to ensure nothing was left, two general questions were mentioned.
- x- Final interview transcript was reviewed by the researcher's supervisor for expert opinion and also was discussed with the DQA secretariat for opinion.
- xi- At the end, to support the validity and reliability issues, feedback from the pilot study resulted in further refinement of some topics and relevant questions.

#### **4.6.9 The Units of Analysis**

According to Easterby-Smith *et al.* (2008), the unit of analysis is the entity that forms the basis of any sample. Yin (2009, p.29) mentioned that an individual person is the case being studied, and the individual is the primary unit of analysis. As the present research did not adopt a numerical sampling approach, the unit of analysis could be considered the two case study organisations, with sub units of analysis represented by the various individual members and their experience related to Dubai Quality Award including relevant incidents and stories.

#### **4.6.10 Ethical Considerations**

Social researchers should be ethical during their research and related activities. Saunders *et al.* (2007) mentioned ethics in the context of a research as a appropriateness of the researcher's behaviour in relation to the rights of those who become the subject of study, or are affected by it. Blumberg *et al.* (2005, p.92 see Saunders et al., 2007) defines ethics as the "*moral principles, norms or standards of behaviour that guide moral choices about our behaviour and our relationships with others*".

Keeping in view the criticality of the ethical considerations for this research and in order to protect data of the Case Study organisations and to manage ethical implications, the researcher developed comprehensive data protection protocol in line with the requirements of the University Research Governance and Ethical Approval Committee and in compliance with Data Protection Act.



#### **4.6.10 (a) The Case Study Data Protection Protocol**

While preparing case study data protection protocol, various provisions were considered to cater ethical areas which are mentioned below:

i- Permission from the Potential Case Study Organisations: A formal permission was obtained from the potential organisations for the purposes of their participation/contribution to the case study research based on semi-structured interviews and study of the relevant documentary evidences. The permission was granted and a non-disclosure agreement was signed.

ii- Research Subjects (Interviewees) Consent: The present researcher contacted the business excellence / quality managers in the selected organisations either directly or through Dubai Quality Award Secretariat to explain the nature of the research project. They were showing interest and cooperation as the researcher assures to maintain non-disclosure and confidentiality throughout and even after the assignment. Moreover, each individual was communicated through the contact persons i.e. the business excellence / quality managers of the organisation. Further, each individual was sent “research project information sheet for interviewee” explaining research data collection process prior to the conduct of an interview. Then a written and informed consent of the research subjects/interviewees was obtained on individual basis before conducting the actual interviews. (See Appendix-1: Informed Consent Form).

iii- Record of Information: The information obtained during the interviews was recorded through notes taken on the paper during the interview. As such no sound recording was permitted by the interviewees as well as their respective organisation. To maximise its validity and authenticity, the information obtained during the interview through written notes was clearly typed and sent to each interviewee for his/her review and approval.

iv- Storage, Security and Confidentiality of the Information: The information obtained during the interviews was stored in a hard plastic folder as they were written notes. Similarly, all documentary evidences viewed in the case study organisations in support of and in relation to the interviews were recorded where allowed. No document or their photocopy was allowed to be taken by the case study organisation. To ensure maximum security of the electronic data stored, it has been password protected. All this stored information in electronic or written form has been kept in the researcher's sole custody at a safe place in a cabinet with no access to anybody other than the researcher himself in order to ensure maximum security and confidentiality of the information.

v- Protection of Identity and Anonymity of Data: To maintain the confidentiality level, interviews were done one-on-one and not in front of other participants. Further to ensure anonymity of the participant, names have been masked and coded. Identity of both case study organisations and individuals participating in the case study research is fully protected by the researcher. No organisational or individual identity whatsoever is revealed in the case study publication(s) and the case study results will be presented anonymously. To ensure complete protection of the case study organisations' and individuals' identity, appropriate coding was used.

vi- What If an Interviewee Opts to Drop Out after Interview: It was conveyed to each individual that in case a research subject/interviewee opts to drop out after being interviewed, all the information obtained through him/her will be destroyed immediately.

vii- Length of Holding Interview Recordings and Other Documentary Evidences: The records of interviews will be kept in safe custody of the researcher at least for ten years from the date of interviews.

viii- Secure Destruction of Records after Elapsing the Holding Period: After elapsing the holding period, all the case study interview recordings on paper sheet and other relevant paper documents such as text files will be destroyed by the researcher in strict confidentiality using the paper shredder.

ix- Sharing of the Recordings: All interviewees were clarified that there is no intention of the researcher to share the recordings of the case study interviews and other related documents with anyone except for the extremely rare case if the examiners of the researcher's PhD thesis demand to see the original evidence of data collected.

x- Other Ethical Issues Considered:

- Organisation's "Health and Safety Policy" was confirmed and followed.
- Organisation's "No Smoking Policy" was adhered.
- Official break timing such as lunch break was also observed. Most of the interviews were planned either before or after lunch breaks.

xi- Potential Risk (If Any): There wasn't any risk involved in the research either for the case study organisation or to the individual. Selected organisations showed their willingness to cooperate for this research work. No risk was sought for individuals as well because their names were masked and remained confidential during and after the study. Secondly their relevant organisation agreed to participate in this study, so they allowed relevant people to participate.

#### **4.6.11 Triangulation**

As mentioned by Denscombe (2007), triangulation involves the practice of viewing things from more than one perspective, so findings can be corroborated by comparing the data produced by different methods. Collis and Hussey (2003) suggested that the use of different methods was intended to achieve the triangulation of data, and to overcome the possibility of bias with a single method approach. According to Saunders *et al.* (2007, p. 139), triangulation in social and managerial research, referred to the use of different data collection techniques within one study in order to ensure that the data are telling you what you think they are telling you.

In this research study, internal and external triangulation were performed in analysing the research data derived from the different collection methods and the different interviewees' levels in the case study organisations. Internal triangulation was a method of cross-checking the existence of certain phenomena and the accuracy of individual account, via gathering data from a number of interviews. Meanwhile, external triangulation was the use of several data collection methods within one case study in order to increase the validity of the findings and the researcher confidence in the reliability of the information obtained. Yin (2011) claimed that the most important benefit which emerged by employing multiple sources of evidence is the development of converging lines of inquiry, i.e. a process of data triangulation. Yin (2011) further recommended that using multiple sources of evidence as a way to ensure construct reliability.

Based on the above discussion, the author chose interview as a main source of evidence. The semi-structured open-ended interviews were supported by other sources of evidence, i.e. documentation review, observation and archival records. By employing multiple sources of evidence, the data collected was triangulated to find convergence of information about the subject researched.

#### 4.6.12 Translation

The official language in Dubai is English. All the interviewees had good command of English. The interview questions were developed in the English language and all interview sessions were conducted in English, therefore no language translation was required.

#### 4.6.13 Validity and Reliability

According to Saunders *et al.* (2009), validity is the extent to which data collection method or methods accurately measure what they were intended to measure. They further explained reliability as the extent to which data collection technique or techniques will yield consistent findings, similar observations would be made or conclusion reached by other researchers. Collis and Hussey (2003) found that validity is high under the phenomenological philosophy. Yin (2009) suggested four tests which have been commonly used to establish the quality of any empirical social research, including case study research. The four tests are: construct validity, internal validity, external validity and reliability. These case study tactics for four design tests are mentioned in table 4.11.

Test	Case Study Tactic	Phase of research in which tactic occurs
<b>Construct Validity</b>	<ul style="list-style-type: none"><li>• use multiple sources of evidence</li><li>• establish chain of evidence</li><li>• have key informants review the draft case study report</li></ul>	<ul style="list-style-type: none"><li>•data collection</li><li>•data collection</li><li>•composition</li></ul>
<b>Internal Validity</b>	<ul style="list-style-type: none"><li>• do pattern-matching</li><li>• do explanation-building</li><li>• address rival explanations</li><li>• use a logical model</li></ul>	<ul style="list-style-type: none"><li>•data analysis</li><li>•data analysis</li><li>•data analysis</li><li>•data analysis</li></ul>
<b>External Validity</b>	<ul style="list-style-type: none"><li>• use theory in single-case studies</li><li>• use replication logic in multiple-case studies</li></ul>	<ul style="list-style-type: none"><li>•research design</li><li>•research design</li></ul>
<b>Reliability</b>	<ul style="list-style-type: none"><li>• use case study protocol</li><li>• develop a case study database</li></ul>	<ul style="list-style-type: none"><li>•data collection</li><li>•data collection</li></ul>

**Table 4.11: Case Study Tactics for Four Design Tests** (Source: Yin (2009), p. 41)

#### **4.6.13.1 Construct Validity**

Saunders *et al.* (2009) explained construct validity as the extent to which researcher's measurement questions actually measure the presence of those constructs, researcher intended them to measure. Yin (2009) warned that construct validity is especially challenging in case study research and had suggested three tactics to increase it, as shown in the table 4.11 above. The present research study employed multiple sources of evidence, for instance semi-structured interviews, documents review, observation and archival records, to achieve construct validity.

#### **4.6.13.2 Internal Validity**

According to Saunders *et al.* (2009), internal validity is the extent to which findings can be attributed to interventions rather than any flaws in the research design. Yin (2009) stressed that internal validity is mainly a concern for explanatory case study, and inapplicable to descriptive or exploratory studies. He further suggested four tactics to achieve internal validity as mentioned in the table 4.11 above. In this study, internal validity was achieved using the explanation building method to analyse the data collected.

#### **4.6.13.3 External Validity**

Saunders *et al.* (2009) and Yin (2011) explained external validity as the extent to which results of the research findings can be generalised. Amaratunga *et al.* (2002, p.29) reinforced this point and mentioned that external validity as “*to the extent to which any research findings can be generalised beyond the immediate research sample or setting in which the research took place*”. Yin (2009) warned that the external validity problem has been a major barrier in doing case studies, and recommended two tactics as shown in the table 4.11 to

overcome it. In this multiple-case study, two case studies were employed for achieving the replication logic to ensure and enhance external validity.

#### **4.6.13.4 Reliability**

Amaratunga *et al.* (2002, p. 29) cited Simon and Burstein (1985), who identified, *“reliability is essentially repeatability – a measurement procedure is highly reliable, if it comes up with the same result in the same circumstances time after time, even employed by different people”*. Yin (2011) explained that reliability means that if the same phenomenon is measured more than once, with the same instrument or data collection procedures, the same result should be obtained. He further highlighted that the objective of reliability is to reassure us that if a later investigator followed the same procedures as described by an earlier investigator, and conducted the same case study all over again, the later investigator should arrive at the same findings and conclusions. Yin (2009) suggested two tactics to achieve reliability as shown in the table 4.11 above. In this study, case study protocol was developed to improve reliability.

#### **4.6.13.5 What does the term 'Measure' refer to?**

Oxford dictionary (2016) defines the measure as, a plan or course of action taken to achieve a particular purpose. Merriam-Webster (2015) defines the measure as, to judge importance, value, or extent of something. In this research 'measure' was used to highlight importance and value of the data validity and reliability which cannot be undermined to achieve the objectives of this research. Moreover to ensure that data validity and reliability were achieved for this particular research.

#### **4.6.14 Sampling Strategy**

A sample is part of a population of interest to the researcher that by definition reflects the population characteristics under investigation. According to Saunders *et al.* (2009), He suggested that even if the researcher is conducting a case study strategy within a large organisation and collecting data using interviews, he/she will still need to select a case study (sample) organisation and a group (sample) of employees and managers to interview.

Keeping in view the in-depth study of the phenomenon under investigation, to achieve set objectives and to answer the research questions, two case study organisations were selected. Furthermore, purposive (judgemental) sampling was used as the most appropriate sampling method regarding the selection of the participants. As advocated by Saunders *et al.* (2009) that purposive sampling is often used for case study research because it enables to use judgement to select cases that will best answer the research questions and to meet set objectives. Bryman (2007) suggested that this strategy allows the researcher to sample purposefully and to ensure a wide range of interviewee characteristics.

As the focus of this research was on investigating factors at a senior management level, organisational staff mainly at senior management was selected. Some respondents from middle management were also chosen in order to ensure validity of information and corroboration of data. Being senior staff, other considerations were taken care of e.g. their availability, time constraints, substantial workload, outstation travel, and annual leave.

Finally, respondents at different hierarchical levels (the Top Management, the Middle Management and the Business Excellence Team) of the two case study organisations were considered for the purpose of this study. Total population size was 15 for each case study as all the selected respondents were involved in the organisations' Dubai Quality Award



implementation activities. It was decided to take all 15 as purposeful sample and thus targeted. A total of 26 interviewees agreed i.e. 13 respondents from each case study for the interviews. Table 4.12 reflects the distribution of the respondents involved at various organisational levels.

SN	Possible Respondents	Purposeful Sample Size		Actual Number of Interviewees	
		Case A	Case B	Case A	Case B
1	Top Management	8	8	8	8
2	Middle Management	5	5	3	3
3	Business Excellence Team	2	2	2	2
Total Population size for Sampling		15	15	13	13
Total number of actual interviews conducted are 26, i.e. 13 in each of the case study.					

**Table 4.12: The distribution of prospective Respondents** (produced for this thesis)

Respondents included in the sample must be as unbiased as possible (Sekaran, 2006). Equal attention was paid for all the two cases that the selected individuals understood and agreed with the purpose of the research and would respond as honestly and objectively as possible. As the study focused on investigating factors affecting implementation of excellence model at a senior management level, therefore there was conscious effort to interview all interviewees of senior management level considering them as a purposeful sample size in order to obtain maximum data at this level and to improve internal triangulation.

#### 4.6.15 The Positions of Interviewees

Based on the information gathered about the case study organisations and discussion made with the members of the quality and business excellence team in each case study, the author found that only the people that were actively involved with the Dubai Quality Award implementation process had sufficient knowledge about it and were able to share their experience, impressions and observations in-depth. Therefore for this research, the author decided to select only those people who were directly involved in the Dubai Quality Award implementation process in their respective organisation as they were regarded as key informants. In this context, Yin (2009, p. 107) suggested that *“key informants are often critical to the success of case study. Such persons provide the case study investigator with insights into a matter but also can suggest sources of corroboratory or contrary sources of evidence”*.

The interviewees selected are the Top Management, the Middle Management and the Business Excellence Team (comprised of the Management Representative and the Quality Award Assessor). Different levels, categories and roles were purposely selected for this research study, so they could give multiple views regarding the subject investigated. Table 4.13 shows the interviewee groups referred in this research and their positions in the case study organisations.

Position of the Interviewees		Referred in the Findings	
Case Study A	Chief Executive Officer	CE	Top Management
	Head of Division	HD	
Case Study B	General Manager	GM	
	Head of Division	HD	
The Department Manager		DM	Middle Management
The Management Representative		MR	Business Excellence Team
The Quality Award Assessor		AS	

**Table 4.13: Interviewee groups from the two case study organisations** (produced for this thesis)

The Top Management referred to those with the main responsibility for managing the overall organisation. In this research, the Top Management for Case Study 'A' referred to the Chief Executive Officer and Head of Divisions. While for case Study 'B', the Top Management referred to the General Manager and Head of Divisions. Selecting Head of Divisions was on the basis of their role not only overseeing the organisational activities and performance but also acted as sponsors of Dubai Quality Award excellence model application in their respective divisions.

Furthermore, The Middle Management was referred to the Department Manager. The researcher decided to include this level because on one side they reported to the Head of Divisions and on the other side they were directly responsible for managing their departments, relevant staff, day-to-day operational tasks and implementation of DQA requirements in their respective departments.

The Business Excellence team regarded at middle to senior management level, however was selected because of their essential role in full project of Dubai Quality Award implementation in their respective organisation. They were referred as the Management Representative and the Quality Award Assessor. In regards to the number of interviewees, the author made conscious efforts through business excellence team to keep same number of interviewees in both the case studies in order to establish balanced information and data to investigate factors affecting implementation of excellence model at a senior management level.

#### 4.6.16 Pilot Study

A pilot study provided an investigation of whether the questions asked were sufficient to generate the required information, furthermore, it enhanced the validity of such questions in both interviews and questionnaire, as the researcher had a chance to reword and reconstruct the questions. Hence, the researcher believed that a pilot study was very important to make sure that the questions of interviews made sense to the respondents, and to guess the suitable time for each interview.

Furthermore, the researcher believed that, a pilot study will be helpful to get more accurate questions related to the research problem, which could be then used when conducting the real case studies. This was advocated by the Saunders *et al.* (2007, p. 606) that pilot study is a,” *A small-scale study to test a questionnaire, interview checklist or observation schedule, to minimise the likelihood of respondents having problems in answering the questions and of data recording problems as well as to allow some assessment of the question’s validity and the reliability of the data that will be collected.*” Yin (2011) conveyed that the purpose of a pilot study is to help the researcher to refine data collection plans with respect to both the content of the data and procedures to be followed. Collis and Hussey (2003) recommended, trying the pilot study on people who are similar to those in the real case study. Yin (2011) highlighted that the selection of the pilot case study criteria can be convenience, access and geographical proximity.

In relation to the above discussions, the author conducted a pilot study with the purpose of getting a proper and clearer meaning of the interview topics and related questions. Therefore two pilot interviews were carried out with one member of the business excellence team from each case study i.e. one from case study ‘A’ and one from ‘B’. The selection of these members for pilot study was on the basis of their knowledge in the subject, direct involvement in the complete project of Dubai Quality DQA implementation and being an

assessor of the DQA. As there was no research carried out on this subject in Dubai context, therefore, the interview instrument was largely developed based on the literature review outcome, Dubai Quality Award assessments and research delivered on TQM Implementation.

The pilot study helped the author to check whether the interview topics and related questions were comprehensive enough and understandable by the interviewees. The researcher also made conscious effort to ensure that there were no repetitions of questions asked, and to estimate the duration of the real case study to be conducted. The interviews' duration in the pilot study took in between two and half hours to 3 hours. It was important to measure the time needed for the interviews, for the purpose of scheduling the data collection process and setting the appointments with the interviewees. Based on the pilot study, some of the following conclusions were taken into account:

1. All interview topics and most of the related questions were clear. However, respondents of the pilot study exercise felt that senior management of their respective organisation will not be able to fully understand the questions using typical quality excellence framework terminology such as RADAR methodology, deployment of approaches and assessment and refinement. Therefore, four questions were identified which needed revision / rewording. Questions required revision included:

i- Were the benefits of RADAR methodology communicated to all employees? (Q: 3. 2)

ii- Did the RADAR methodology integrate into all operational processes? (Q: 3. 10)

iii- How deployment of approaches was ensured? (Q: 3. 18)

iv- How management ensured assessment and refinement of approaches and their deployment? (Q: 4. 2)

2. After rewording, above questions were revised as:

- i- Were the purposes and benefits of DQA understood by the management and employees in your organisation?
  - ii- Did the DQA excellence model integrate into daily management practices and operations?
  - iii- During DQA implementation, the responsibilities were clearly assigned individually or teams were involved with the same responsibility?
  - iv- What was the role of management in monitoring and control of DQA implementation?
- 
- 3. The interviewees preferred to receive list of the interview topics and related questions in advance, in order to prepare themselves and to provide more reliable information.
  - 4. All interviewees preferred to remain anonymous and no discussion was tape recorded.
  - 5. All interviewees preferred to have the interview alone avoiding presence of any other person from the same case study organisation.

The initial result from the pilot study helped the researcher to test the validity of the interview questions as advocated by the Easterby-Smith *et al.* (2004) that test for validity and reliability should be made at the pilot stage of an investigation, before the main phase of the data collection. Furthermore, Pilot study also provided the opportunity to practice and to conduct the real interviews with more confidence and in timely manner. (See Appendix-4: Pilot Interview Transcript).

#### **4.6.17 Conducting the Real Case Study**

Easterby-Smith *et al.* (2008) recommended using a letter to develop rapport to the organisation. He claimed that letters could fulfil three purposes; credibility, assists cooperation in the future, and provides the opportunity to send further details about the research. To make communication faster, the researcher sent an email to relevant contacts within case study organisations i.e. business excellence departments. In this case, the researcher explained the purpose of the academic research and asked their permission to conduct the research study. The email was attached with summary of research and sample topics. Then on desire of the case study organisations, researcher had a meeting with them to clarify the research topic, interview methodology, informed consent and duration. The researcher also involved DQA Secretariat, a government department having mandate of managing DQA process and being its relation with the case study organisations. This was supported by the author's supervisor. Furthermore, where required, the researcher signed a non-disclosure agreement (NDA) with the case study organisation.

After agreement with both the case study organisations, the interviewing process was conducted from December 2012 through September 2013. All interviews were conducted in the premises of the case study organisations. The total numbers of interviewees in two case study organisations were 26, i.e. 13 from each organisation. The researcher believed that the chosen sample for interviews was sufficient to represent the data required for this study. The interviewees included staff mostly from the top management and few from the middle management keeping in view the research aim and objectives. Covering these two levels with Business Excellence team enhanced the validity by getting responses from different viewpoints of the interviewees. Semi-structured open-ended questions were asked to the interviewees, to allow flexibility and provided the possibility of the in-depth study, which helped the author to gain information needed. (See Appendix-5: Main Interview Transcript).

At the beginning of each interview session, the author explained the purpose of the study, permission granted for the study and signing of informed consent. He requested the cooperation of the respondents to give their sincere answers to the questions, stressing that there was no right or wrong answer, and all answers will be treated with full confidentiality. The interviewees were also told clearly that they have the right to withdraw any time from the interview session. This was crucial for developing trust between the researcher and the targeted interviewees. In this context, Easterby-Smith *et al.* (1991, p.77) expressed that *“trust is an important and difficult issue in interviews, especially in one-off interviews where the people involved have not met before”*. Although it was difficult to evaluate the honesty and accuracy of the responses of interviewees, the overall impression gained was that the respondents were generally intelligent, friendly, open, and gave their time and cooperation generously, and most seemed interested in the research. Infact reception and assistance given by some managers were beyond expectation. Some of key managers in both organisations spent more hours with the researcher explaining the main aspects of their operation.

In order to ensure consistency of interviewees understanding of the questions asked, the author explained and elaborated any terms that the respondents asked and were unsure about. As the interview contained some technical terms such as DQA excellence model, project plan, strategic perspective of quality and others; it was important to be assured that the interviewees had a correct understanding before they could offer the right answers. Wherever needed, questions were repeated and rephrased for interviewees understanding in order to obtain realistic information. Most of the interviews took time between two and half hours to three hours.

Permission was not granted to the researcher to record the interview sessions. No interviews were tape recorded. This was due to the aspects of cultural or competitive consideration. Notes were taken during each interview, in order to collect the relevant information. Notes from the interviews were later typed and converted into form of written record, immediately after each interview session. Miles and Huberman (1994) have suggested this method. All

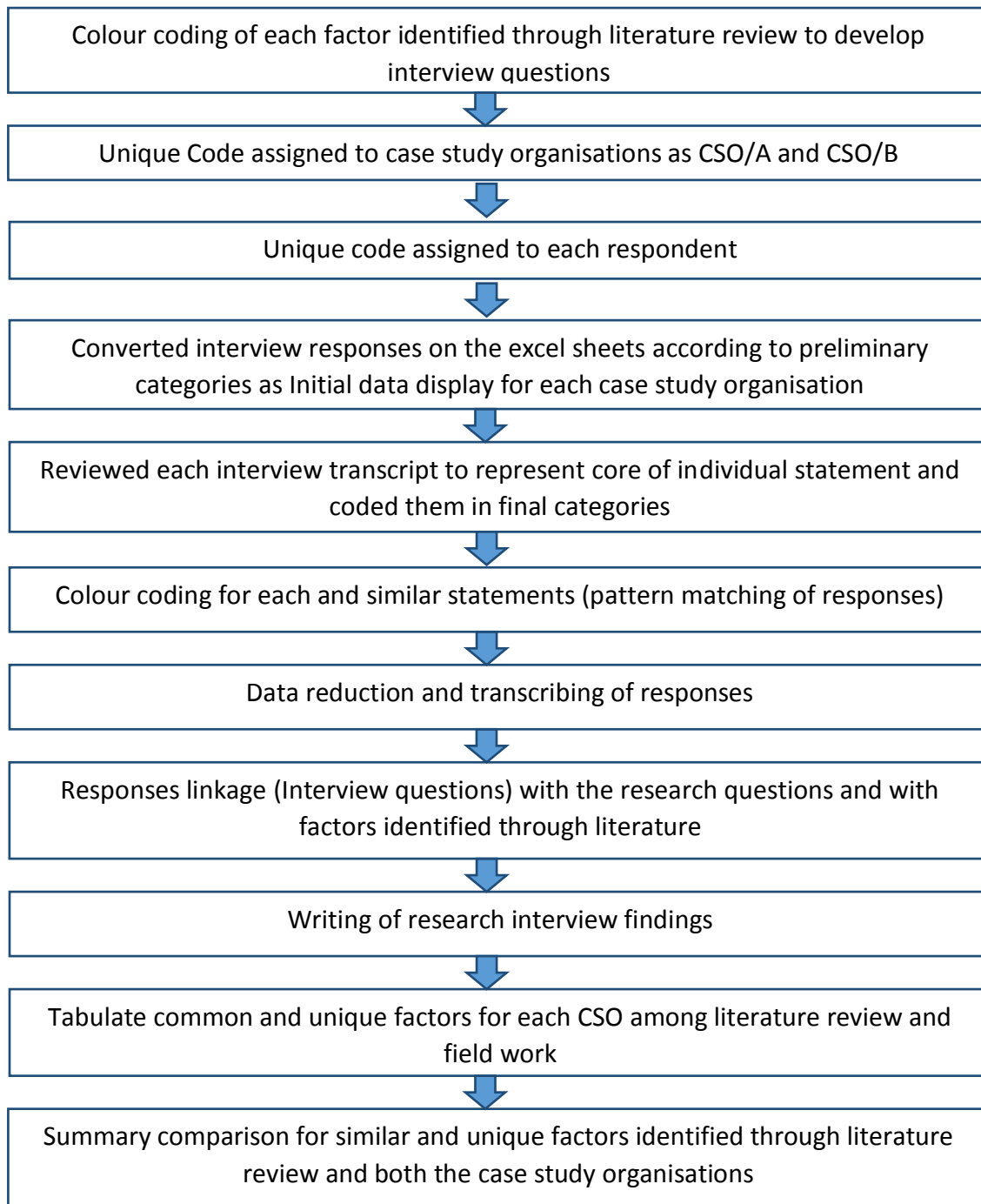


the typed transcriptions were sent back to the interviewees to verify its content and accuracy. The interviewees were given two weeks' time to give their feedback mentioning that in case of no response in two weeks, the author will assume their agreement with the transcription. The majority of the interviewees offered their feedback confirming the discussion points; however there were few suggestions based on which, the author made minor amendments to the transcripts. In this research, few of the interviewees did not give their feedback within two weeks, and so the author made an assumption that they agreed with the content of transcription. These cross checks were done to enhance the credibility of the qualitative study.

During the interviews, the author had a chance to view relevant materials needed for the study, such as documents and archival records. These documents and records mainly included, DQA submission document, management system manuals and procedures, results data presented to Dubai Quality Award office, minutes of meetings and reports. However, the researcher was not allowed to collect these documents or take out from the case study organisation premises due to containing confidential and sensitive organisation's information, processes and data. In this case, the author took notes of them. The review of these documents assisted the author in analysing and interpreting the data collected from the interviews. During the interviews, the researcher also had an opportunity to observe working environment, meetings style and day to day activities performed by the case study organisations. (See Appendix-6: Completed Interview Transcript Sample).

## 4.7 Data Analysis

Figure 4.4 reflects data analysis schematic steps performed for this research:



**Figure-4.4: Data Analysis Schematic Steps Performed for this Research**

(Produced for this thesis)

Data collected from the in-depth semi-structured interviews was complimented through other data collection methods. Saunders *et al.* (2009) conveyed that nature of the qualitative data has implications for its analysis; therefore this complex nature of the data will probably need to be grouped into categories. He further mentioned that analysis of qualitative data involves demanding process and could not be seen as an easy option. Easterby-Smith *et al.* (2008) found that one of the main problems of qualitative data is how to condense highly complex information, and how raw data can be transferred into meaningful conclusion. The main problem is how this huge data can be summarised and structured to arrive at any conclusions (Bryman, 2007). Miles and Huberman (1994) suggested three activities of data analysis which consist of data reduction, data display and conclusion drawing.

In a short yet influential text on case study research, Yin (2009, pp.130-160 describes four general strategies and five techniques for analysing data including *Pattern matching*, *Explanation Building*, *Time-series Analysis*, *Logic Model* and *Cross-case Synthesis*. . He strongly recommends that investigators first identify their strategy and then apply the techniques of evidence analysis. The four strategies are summarised in table 4.14:

<b>Strategy</b>	<b>Description</b>	<b>Benefits</b>
Relying on theoretical propositions	<ul style="list-style-type: none"> <li>• To follow the theoretical propositions that led to the case study, as the original objectives and design of the case study were based on such propositions.</li> <li>• It is about casual relations, answers to “how” and “why” questions.</li> </ul>	<ul style="list-style-type: none"> <li>• The propositions help to focus attention on certain data and to ignore other data.</li> </ul>
Developing a case description	<ul style="list-style-type: none"> <li>• Develop a descriptive framework for organising the case study.</li> </ul>	<ul style="list-style-type: none"> <li>• When the original purpose of the case study is descriptive.</li> <li>• It helps to identify the appropriate casual links to be analysed (even if the original objectives were not descriptive).</li> </ul>
Using both Qualitative and Quantitative Data	<ul style="list-style-type: none"> <li>• Have both qualitative and quantitative data</li> <li>• Statistical analysis can be drawn as well due to</li> </ul>	<ul style="list-style-type: none"> <li>• Using both strategies reflect strong analytic strategy</li> </ul>

	quantitative data	
Thinking about rival explanations	<ul style="list-style-type: none"> <li>• Define and test rival explanations.</li> <li>• Try to prove the salience of the other influences.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant when there are rival hypotheses.</li> </ul>

**Table-4.14: Four General Strategies (Source: Adapted from Yin (2009, pp. 130-160))**

The present researcher deemed it useful and relevant to adopt and rely on theoretical proposition and developing a case description. It helped the researcher to answer the 'how' and 'why' questions and thus to analyse data rigorously. Chapter-5 'Research Findings' reflects the details accordingly.

#### **4.7.1 Pattern Matching**

According to Yin (2009, p.136), Pattern Matching logic is one of the techniques used in the case study analysis. Such a logic compares an empirically based pattern with a predicted one and if the pattern(s) coincide, the results can help a case study to strengthen its internal validity. Saunders *et al.* (2007, p.489) mentioned that pattern matching involves predicting a pattern of outcomes based on theoretical propositions to explain what is the expected outcome. Yin (2009, p.140-141) further highlighted that the concern of the case study analysis, is with the overall pattern of results and the degree to which the observed pattern matches with the predicted one. Pattern Matching technique can be used either for a single case study or multiple case studies. In the present research, factors were investigated that affect implementation of excellence model at a senior management level, therefore no particular or typical pattern was predicted or compared keeping in view the research aim and objectives.

#### **4.7.2 Explanation Building**

Saunders *et al.* (2009) mentioned that explanation building attempts to build an explanation while collecting data and analysing them, rather than testing a predicted explanation. According to Yin (2009, p.141), explanation building is in fact a special type of pattern matching and its goal is to analyse the case study data by building an explanation about the case. Yin (2009, p.141) further suggested that explanation building processes are iterative in nature and the findings are compared to any statement or proposition created and occur in narrative form because these cannot be precise. Explanation Building technique can be used either for single case study or multiple case studies.

The intended research aimed to explore factors affecting implementation of Dubai Quality Award Excellence Model at a senior management level by Dubai Quality Award winner organisations in Dubai and so to investigate and understand why and how these factors affect in this way in Dubai context. Moreover, there was lack of empirical / published research and any comprehensive studies reported in the literature focusing on and revealing such factors affecting implementation of Dubai Quality Award criteria at a senior management level. The very nature of the study contained a presumed set of causal links based on individuals' experiences and feelings in their respective organisation related to subject under study i.e. investigation of factors and thus required detailed explanation building to understand these in depth in the Dubai context. Therefore, in this study, the explanation building method for analysing data was adopted.

Furthermore, it needed to address the research questions and build an explanation of how and why these factors affecting implementation of excellence model in order to understand commonalities and uniqueness among them. Therefore, this study attempted to build an explanation while collecting data and analysing them, rather than testing a predicted

explanation. Because of these reasons, explanation building was adopted as a data analysis method for this study.

#### **4.7.3 Time-Series Analysis**

Time-Series analysis is another technique used for case study research. According to Yin (2009, p.144-149), using time-series analysis requires addressing important case study objective that is to examine relevant “how” and “why” questions about the relationship of events over time, not merely to observe the time trends alone. He further mentioned that when the use of time-series analysis is relevant to a case study, an essential feature is to identify the specific indicator(s) to be traced over time, as well as the specific time intervals to be covered and the presumed temporal relationships among events, prior to collecting the actual data. Time Series Analysis technique can be used either for single case study or multiple case studies. Keeping in view the research aim and objectives, the present research did not focus on particular time frame or needed to understand relationship of events over time, therefore time-series analysis was not applied.

#### **4.7.4 Logic Models**

Logic Model technique stipulates a complex chain of events over an extended period of time. Yin (2009, p.149) highlighted that the use of logic models consists of matching empirically observed events to theoretically predicted events. Yin (2009, p.150) further revealed that there are four types of logic models as; *Individual-level logic model*, *Organisational-level logic model*, *an alternative configuration for an organisational-level logic model* and *Program-level logic model*. Mentioning a difference among them, Yin (2009) clarified that they mainly vary according to the unit of analysis. Logic Models technique can be used either for single case study or multiple case studies. In the present

research, no theoretically predicted events were identified and thus were not matched with empirically observed events keeping in view of research aim and objectives.

#### **4.7.5 Cross- Case Synthesis**

Cross case synthesis specifically applies for multiple cases. According to Yin (2009, p.156), this technique is especially relevant if a case study consists of at least two cases. He further explained that Cross Case Synthesis can be performed whether the individual case studies have previously been conducted as independent research studies or as a predesigned part of the same study. Moreover, this technique draws cross-case conclusions about the interventions and their outcomes. Keeping in view the research aim and objectives and originality of this research from the Dubai context, cross-case synthesis was not applied.

### **4.8 Chapter Summary**

In this chapter, thorough discussion about the research methodology; philosophy, approach 'qualitative and quantitative', critique and justification of the research approach adopted have been detailed. A critique and justification of the case study research design adopted; single or multiple cases, research technique 'data collection and sources of data' were discussed. Moreover, delimitations of this research study have also been mentioned in this chapter. Finally, the researcher discussed the generation of research topics and questions used in interviews when conducted the pilot and real case studies.

Based on the aim, objectives and research questions of this study, phenomenological philosophy was chosen as the research philosophy, and qualitative research was selected as the research approach. Meanwhile, the multiple-case study was adopted as a research strategy. The choices were made to ensure that the objectives of this study can be fulfilled.

Justifications of the case study organisations were also presented in this chapter. The data was collected by using the semi-structured interviews as the main source of evidence, and triangulated with documentation review, observation, and archival records. The data collected was analysed by using the explanation building method and reasons for using explanation building also reflected. Finally, in judging the quality of the research design, four issues were raised, i.e. reliability, internal validity, external validity and construct validity. This chapter reflected how these were dealt with. The next chapter will present research findings from the two case study organisations.



## **CHAPTER FIVE**

### **RESEARCH FINDINGS**

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#### **5.0 Chapter Introduction**

This chapter presents the findings of the case studies in relation to the research aim and objectives set out. The main source of data for the two case studies was semi-structured interviews conducted with the respondents. In addition and to compliment research findings, not only observations were carried out but also various relevant documents and records were also reviewed. These documents and records include: Dubai Quality Award submission document, management system manuals and procedures, results of data presented to the Dubai Quality Award office, minutes of meetings and several reports such as monthly departmental reports, quarterly performance reports, progress review meetings, obtaining monthly departmental and quarterly performance reports (as referred in the research findings in following pages) to monitor the implementation progress which proved to be a catalyst in enhancing commitment of the senior management.

#### **5.1 Data Collection and Coding the Responses**

As detailed in chapter -4 "Research methodology", total of 26 semi-structured interviews i.e. 13 in each case study, were carried out. To exercise confidentiality, each case study and each interviewee were assigned with a unique identity code in order to facilitate analysis and to avoid repetition. These two sets of codes were then integrated and illustrated in tables 5.1 to 5.4. Categorisation of coding is illustrated in table 5.5.

<b>Case Study Organisation</b>	<b>Code</b>
Kanoo Group (machinery Division)	CSO / A
Wild Wadi Water Park (Jumeirah Group)	CSO / B

**Table: 5.1: Cases Codes** (Note: CSO abbreviates for "Case Study Organisation")

<b>CSO</b>	<b>Codes</b>	<b>Respondents Profile</b>	<b>Respondents Breakdown</b>
Kanoo Group (Machinery Division)	RA 1 to RA 13	Chief Executive (CE) / Head of Department (HD)	RA 1 to RA 8
		Department Manager (DM)	RA 9 to RA 11
		Management Representative (MR) / Assessor (AS)	RA 12 to RA 13
Wild Wadi Water Park	RB 1 to RB 13	General Manager (GM) / Head of Department (HD)	RB 1 to RB 8
		Department Manager (DM)	RB 9 to RB 11
		Management Representative (MR) / Assessor (AS)	RB 12 to RB 13

**Table: 5.2: Respondent's Codes** (Produced for this thesis)

<b>Factors Grouping Affecting at Organisational Level, Their Coding and Importance Ranking</b>			
<b>SN</b>	<b>Factor</b>	<b>Code</b>	<b>Importance Ranking</b>
1	Building -in-Quality	BIQ	1
2	Strategy and Priorities	STP	2
3	Excellence Framework Integration	EFI	3
4	Business Issues	BUI	4
5	Management and Change	MNC	5
6	Overlapping of Responsibilities	OOR	6
7	Coordination	CDN	7
8	Managing Diversity	MDY	8

**Table: 5.3: Codes for Identified Factors at Organisational Level Category**

<b>Factors Grouping Affecting at Individual Level, Their Coding and Importance Ranking</b>			
<b>SN</b>	<b>Factor</b>	<b>Code</b>	<b>Importance Ranking</b>
1	Commitment and Participation	CAP	1
2	Perceived Benefits of Excellence	PBE	2
3	Training	TRG	3
4	System Thinking for Excellence	STE	4
5	Leadership Style	LDS	5
6	Management Effectiveness	MEF	6
7	Over-enthusiasm	OEM	7
8	Focus and Quick Fixes	FQF	8

**Table: 5.4: Codes for Identified Factors at Individual Level Category**  
(produced for this research)

## 5.2 Techniques Used in Data Collection

Semi-structured interviews were deemed the most suitable technique for the collection of in-depth qualitative data needed for this research. Interviewees in the two cases were comfortable with this approach and were very cooperative. The same interview questions were used with all interviewees at all levels of authority. Interviewees were open and were willing to share information and provide evidence when required. The request for participation was approved by the senior management of each case study organisation. Most of the interviewees were interested in the subject and many of them found it a good opportunity to reflect what they were doing and what has been their contribution during Dubai Quality Award process. The business excellence team from both cases study

organisations, in particular seemed to have genuine interest in this research and provided unreserved support.

### **5.3 Analysis of Data / Responses**

During the data collection phase at the case study organisations, notes of the facts, specific details and other piece of information that number of participants seemed to repeat augmented the evolving analysis and discussion. The resultant preliminary categories used to organise the data obtained. This preliminary categorisation and colour coding of identified factors were done at the time of developing interview questions in order to ensure that each identified factor has relevant question so to address research questions and achieve research aim and objectives. I continually refined and modified these initial categories based on and to account for newly acquired evidence. Table 5.5 outline the initial and final categories used to frame coding of the data.

At the completion of the data collection, information obtained through interviews, documentation review, archival records and direct observation was systematically and thoroughly examined for evidence of data fitting these categories using excel sheet. I reviewed each interview transcript, extracted verbatim sections, recorded them on separate excel sheet to represent core of an individual's statement, and coded them in final categories. To ensure the accuracy of category coding, researcher's supervisor reviewed the categories, thus I considered it reasonable verification of the accuracy of the coding procedure. The same process has been adopted and advocated by the Isabella (1998) in her research on 'Evolving interpretations as a change unfold: how managers construe key organisational events'.

After the data were coded, all interview information were recorded on the excel sheet for each interview question and for easy identification during data analysis. I examined these coded categories and their relationship with one another for patterns, themes, and processes that

would account for similar, strength, and presence or absence of any category. For the purpose of detailed analysis, each response for every coded category was critically reviewed for pattern matching. So, responses with similar statements and / or similar meaning were highlighted with unique colour. Responses which were different in meaning also given different colour so to distinguish them. This exercise was completed for all the coded categories and helped to establish common as well as different responses. For instance, at CSO / B, with respect to the coded category 'perceived benefits of excellence', the question was asked as "were the purpose and benefits of DQA understood by the management and employees in your organisation". In response to this question, 11 out of 13 respondents provided the response having similar meaning and / or impression. Remaining two respondents, each had different opinion as stated.

When common and different responses were established, data reduction was then performed and responses were transcribed based on the pattern matching. For example, In case of the above instance of CSO/B, 11 responses with similar meaning were transcribed. While transcribing the responses, conscious effort was made to keep the actual meaning of the responses. Moreover, transcribed responses, research questions and coded category were reviewed in order to ensure their alignment for achieving research aim and objectives. To maintain confidentiality, identity of each respondent was masked with unique code as well. For instance, in CSO / A, respondents were from RA-1 to RA-13 and for CSO / B, respondents were from RB-1 to RB-13. This was done at the time of data collection in order to see through the complete data analysis stage. Table 5.5 below reflects development of coding categories:

<b>Development of Coding Categories</b>				
<b>Preliminary Organising Categories</b>	<b>Examples</b>	<b>Final coding Categories</b>	<b>Grouping (Organisation-O / Individual-I)</b>	<b>Code Abbreviation</b>
Lack of building	• No formal	Building -in-	O	BIQ

in quality in organization's strategic planning process	<ul style="list-style-type: none"> <li>• strategic plan</li> <li>• Building-in quality Partially part of Strategic planning process</li> </ul>	Quality		
Unclear strategy and conflicting management priorities	<ul style="list-style-type: none"> <li>• Unclear strategy</li> <li>• budgeting as strategy</li> <li>• People own work priorities</li> <li>• Achievement of performance objectives as priority</li> </ul>	Strategy and Priorities	O	STP
Failure of integrating total quality / Excellence Model into the organization such as in daily management practices and methods	<ul style="list-style-type: none"> <li>• Difficulty in integrating excellence model</li> <li>• Significant improvement in coordination after excellence framework integration in daily work</li> </ul>	Excellence Framework Integration	O	EFI
Loss of top management interest due to more pressing business issues / Lack of time to devote to business excellence	<ul style="list-style-type: none"> <li>• Business Focus as first priority</li> <li>• Revenue pressure during peak times</li> <li>• Lack of time due to different business issues</li> </ul>	Business Issues	O	BUI
Fear of Change and lack of clear change vision	<ul style="list-style-type: none"> <li>• No major changes</li> <li>• Structured Change management Methodology</li> <li>• HODs responsible for changes</li> </ul>	Management and Change	O	MNC
Overlapping of	<ul style="list-style-type: none"> <li>• Clearly assigned</li> </ul>	Overlapping of	O	OOR

responsibilities of leadership and as a consequent lack of vision	<ul style="list-style-type: none"> <li>responsibilities</li> <li>• Overlapping of responsibilities of duties</li> <li>• Roles overlapping review by management</li> </ul>	Responsibilities		
Poor coordination among top management	<ul style="list-style-type: none"> <li>• We emerged as one management team</li> <li>• DQA improved Coordination and communication</li> <li>• Work load effect on coordination</li> </ul>	Coordination	O	CDN
Managing Diversity of Workforce	<ul style="list-style-type: none"> <li>• Managing workforce diversity in peak season</li> <li>• Team work and diversity</li> <li>• Expat employees handling by HR</li> </ul>	Managing Diversity	O	MDY
Lack of leadership Commitment and their attitude towards quality and visible participation for quality culture change	<ul style="list-style-type: none"> <li>• Management Commitment due to Increased Competition</li> <li>• Never seen management involvement</li> </ul>	Commitment and Participation	I	CAP
Leadership lack of understanding about excellence and perceived benefits stemming from the Business Excellence program	<ul style="list-style-type: none"> <li>• Initially benefits were mis-understood</li> <li>• Competitive Advantage</li> <li>• Business Growth</li> </ul>	Perceived Benefits of Excellence	I	PBE

Lack of comprehensive quality improvement education of leadership on strategic perspective and holistic view of quality	<ul style="list-style-type: none"> <li>• Formal Training were not seen</li> <li>• No time for formal training on quality</li> <li>• Cost of training</li> <li>• RADAR Training</li> </ul>	Training	I	TRG
System Thinking view of the Excellence Model	<ul style="list-style-type: none"> <li>• Process Management and system thinking</li> <li>• DQA implementation was challenging process</li> <li>• Could not visualize process and benefits of DQA from begin to end</li> <li>• System thinking and achievement of Sales targets</li> </ul>	System Thinking for Excellence	I	STE
Leadership style of top management – too top down or too laissez faire i.e. laid back / casual	<ul style="list-style-type: none"> <li>• Top down management style</li> <li>• Mix management style</li> <li>• Casual and relax leadership</li> </ul>	Leadership Style	I	LDS
An ineffective top team i.e. quality of direction, effectiveness and efficiency of top management team	<ul style="list-style-type: none"> <li>• Board involvement enhanced management effectiveness</li> <li>• DQA implementation improved leadership efficiency and effectiveness</li> </ul>	Management Effectiveness	I	MEF



	<ul style="list-style-type: none"> <li>• Management effectiveness due to stringent performance objectives</li> </ul>			
Over-enthusiastic top management – wants to do maximum in shortest possible time	<ul style="list-style-type: none"> <li>• Over-passionate and extreme eagerness</li> <li>• Wanted to earn more in shortest time</li> <li>• Unrealistic cycle time reduction by management for critical processes</li> </ul>	Over-enthusiasm	I	OEM
Leadership more focus on the quick fixes and satisfaction with it	<ul style="list-style-type: none"> <li>• Focus on quick wins</li> <li>• Mind set of day to day job completion</li> <li>• Just finish and tick it attitude</li> </ul>	Focus and Quick Fixes	I	FQF

**Table-5.5: Development of Coding Categories** (produced for this research)

#### 5.4 Findings from Case Study Organisation A (CSO / A)

Case Study A, is a family owned business organisation and so most of the family members are fully involved in the day to day business of the organisation. It was noted that CSO / A has earned good respect among family owned businesses not only in the Dubai, UAE but also has opened offices in other parts of the Middle Eastern countries such as Kingdom of Saudi Arabia and Bahrain. The RA1 (CE) is the senior most person and known for his inclination towards excellence. As he approved conduct of this research in his organisation, the present researcher found it easy to interact with the selected respondents. The interviewees were invited to choose a suitable venue for the interview. Most interviewees opted for their own offices or, in some instances, a meeting room. While this choice was

very convenient for the interviewees, it was also beneficial for the research because the required evidences were easily accessible on the interviewee's computer or filed as hard copies. It is worth mentioning that all interviewees provided information and explanation without any reservation; indeed, in some cases they even offered evidences before the researcher had asked for it. Various documents were also reviewed to validate the responses. Observation was also employed and the researcher consulted the web site of the CSO / A as well.

Business Excellence Department personnel i.e. management representative and the assessor role were critical to collect and analyse the collected data. These were the key informants who were directly involved in developing, implementing and applying for the Dubai Quality Award in the CSO/A. In this context, Yin (2009, p. 107) suggested that *“key informants are often critical to the success of case study. Such persons provide the case study investigator with insights into a matter but also can suggest sources of corroboratory or contrary sources of evidence”*. Moreover, Business Excellence department was the key contact point for the researcher to fix interview appointments, accessing to the other relevant key informants, reviewing the documents, attending the sample meetings for direct observation and accessing to the archival records. Furthermore, being assessor of quality award, Business Excellence department was possessing good knowledge about the subject and thus it was easy for the researcher to convince them with the theme of the research. The researcher contacted them through Dubai Quality Award Secretariat.

#### **5.4.1 Building-in Quality (BIQ)**

The organisation was having annual strategic planning process, however it was always focused around budgets and profits without having any discussion on quality and excellence aspects; *“Our focus was always on revenue growth as a fundamental thinking of the business*

*owners not on building-in quality and therefore targets and budgets were finalized accordingly which affected our organisation." (RAI).*

Building-in quality was not considered critical initially as the company's overall and departmental objectives were set keeping in view revenue growth. Manpower planning and budget allocation were done accordingly. It was happening because all business related functions used to get priority for manpower and budget approvals. Even when ISO 9001 certification was decided, building-in quality was not formally discussed during strategic planning cycle and ISO 9001 certification was communicated through email. Moreover, there were no formal interim reviews carried out periodically. Examples of some interim reviews were ad hoc and their focus remained on actual profit achievement against the set target.

When the company embarked on the excellence model implementation, it recognised the fact that excellence model criterion number two (2) i.e. "strategy" was not fulfilled. Infact it did not meet many requirements of the criterion as quality aspects were not built in the strategic planning process. This revelation compelled the senior management to refine its strategic planning process and build-in quality and excellence aspects in the process; *"This was critical organisational concern and excellence model certainly opened various other dimensions of strategic planning such as building-in quality which were extremely useful for our business" (RAI).*

After almost a year of the implementation of excellence model, strategic planning process was reviewed and refined in view of building-in quality aspects in line with the excellence model criteria but also quality and excellence points became permanent agenda item for strategy review meetings..

*"Each year during planning cycle, our most of the leadership focus was on budget preparation and financial controls for better cost management and savings. So finance department used to be very busy during such time as compared to other departments. Excellence model provided holistic view of strategic planning highlighting benefits of building-in quality at organisational level and now everyone is a part of it. Our strategic planning process is robust, interim reviews are planned and good achievement is that quality aspects have been built-in the strategic planning process" (RA7).*

#### **5.4.2 Strategy and Priorities (STP)**

Strategy was normally considered as budgeting process due to commercial and cost controls. Every year budget preparation exercise was carried out under supervision of the finance department for whole organisation. Proposed budgetary figures for next year were obtained from all departments which were then consolidated by the Finance department as overall organisation budget. Business planning was done in line with the budget available and relevant goals were set. Budgetary figures were then rationalised by the finance department which were then reviewed and approved of the top management. Due to rationalisation of figures, some departments felt upset because of reduction in their budget allocations; *"As we in Finance department were assigned to develop and monitor budgets as part of strategy, so we cannot allocate similar budget figures to all departments. Surely there were business priorities but these were not fully understandable by all departments. Therefore it was difficult to convince department heads for such budget differences" (RA6).* This approach was in place prior to the Dubai Quality Award Excellence Model implementation and adversely affected our organisation

When the organisation took a decision of proceeding for the excellence model, it was noticed that there was complete criterion as 'strategy' mentioned in the DQA criteria. It was mandatory for the organisation applying for Dubai Quality Award to show sound and

integrated approach on strategy formulation which was then deployed throughout the organisation and refined from time to time for continued suitability from the business perspective. The organisation realised that budget process did not satisfy the DQA strategy criterion requirements. It was reflected by the business excellence department to the senior management team that they were having unclear strategy as robust strategy formulation models never applied and due to which conflicting priorities were observed for achieving organisational and business growth. The management team understood that they have budgets but there was no strategy planning is carried out formally and so no documented strategy was present which caused variation in departmental priorities.

To set a unity of purpose and to satisfy DQA excellence model criterion, the organisation then decided to have annual strategic planning cycle and established comprehensive four steps approach for strategy planning formulation; *"Establishment of strategy development approach really relieved us as now all departments know the strategy, their objective and priorities"* (RA6). The strategy formulation approach included following four steps:

- i- Gathering external information;
- ii- Gathering internal information and data;
- iii- Strategy development, deployment and review mechanism; and
- iv- Strategy communication mechanism (to internal and external stakeholders)

*" Methodology for strategy formulation was not clear to most of us. Budgets were prepared annually and utilised as strategy. Later we realised that why management priorities changes so frequently, because every decision and project was revolving around budget as compared to proper strategy which kept direction changing and triggered conflicting priorities. We are happy that Excellence Model benefitted us for understanding the strategy formulation process and set coherent priorities"* (RA1).

### 5.4.3 Excellence Framework Integration (EFI)

As the business was going as usual, there was no felt need in changing day to day activities of the organisation. Company was getting advantage of peak season and was not thinking for integrating quality practice into daily management and operational practices. The company considered the excellence model implementation as another certification just like quality management system of ISO 9001. Most of the senior management team thought that it would be sufficient to prepare few documentation such as procedures and work instructions relevant to their own area, then conduct some sort of internal audit and keeping relevant records as part of quality management system. So such documentation, audits and records would be sufficient for implementation of excellence model and to achieve quality award. Keeping in view, there was less focus on integrating excellence model criteria in day to day activities within the organisation's functions and this concern remained there till half way through the excellence model implementation; *"Integration of quality practices was not desired initially. I was interacting with all departmental representatives for excellence model implementation in their specific areas, however initially they were not able to understand about how to integrate the model in day to day work. Infact they were thinking that it will unduly disturb the processes and relevant workforce"* (RA13).

Business Excellence department was however insisting to integrate the excellence model criteria not only within the same department but also cross functionally to achieve continuous improvement for the whole organisation and hence to win quality award. Through their persistent efforts, they were able to convince the senior management team about criticality of the issue, that integrating excellence model practices in the company day to day activities will grow it as one unit. CEO then passed on instructions to all functions to implement the applicable practices reflected in the excellence model criteria and also to conduct cross functional meetings periodically to ensure that functional alignment was achieved. One of the apparent benefits observed due to this integration was improved communication among different departments; *"Being a production incharge, my focus was*

*on production process for producing required products timely rather spending undue time of integration of processes. When I started implementation of excellence model criterion number five (5) related to processes, I realized that production staff focus improved on errors rates and customer focus while maintaining the timeliness of production. Moreover, cross functional communication improved such as what inputs we require from previous department and what output would be acceptable to next internal customer. That's what the power of integration of excellence model was at organisational level" (RA11).*

*"We were already certified to ISO 9001 Quality Management System, therefore we thought it would be easy to convince department heads to integrate excellence model criteria in their respective departments, however it was difficult due to extent of the criteria. Many of the senior team members asked us to write required procedures for them and then it would be fine. Initially they never realised the important impact of the excellence model integration for the whole organisation" (RA12).*

#### **5.4.4 Business Issues (BUI)**

Although CEO took a decision to implement excellence model and conveyed it to his second level team, however implementation of excellence model was a difficult task. Every year stringent objectives were set for the top management and usually cause various business issues in particular in peak business season. Achievement of these objectives always got precedence due to their linkage with annual salary increase and performance bonus. Therefore, whenever any pressing business issue popped up affecting achievement of the objectives, management considered it of highest priority and focused on it. Moreover, it was difficult for the management to devote time in case of such business priorities which affect at organisational level. As time management remained an issue, this affected management mindset from time-to-time for implementation of the excellence model. While few management team members mentioned that once they learned about the excellence model,

they were able to manage and devote time, however some others mentioned that achievement of that business objectives remained priority for them; *"We faced couple of business issues due to stringent performance objectives, however our priority was to achieve our set objectives, because they were linked with the performance and had an impact on our departmental and organisational performance and bonus. Therefore our most of the time was devoted to achieve these objective rather allocating major time for implementation of excellence model criteria. It was difficult to maintain balance"* (RA7).

Excellence model achievement was considered as one of the goal to achieve, however it was not set as a strategic objective for the organisation, therefore many of the departments perceived it as one of the many goals and a smaller part of the overall strategic objective. This was another perspective which reduced devotion of time allocated for excellence model implementation. However this perspective was later diminished due to regular review of the excellence model implementation by the CEO.

*"Initially the organisation could not consider to set excellence model achievement as one of the strategic objective though it was important for the whole organisation. So various business issues hindered its implementation as many of the departments were not giving ample time considering it non-priority for them. After involving the CEO, changing excellence model as strategic business objective reduced business concerns and on CEO's regular progress reviews improved the situation"* (RA12).

#### **5.4.5 Management and Change (MNC)**

When Excellence model implementation was planned, the organisation thought that there will not be any change required in routine tasks and day to day work. In case, some changes were needed, these would be mostly cosmetic in nature and would not impact on the



organisation and its operations. However, later it was realised that excellence model was compelling to exercise various improvement changes within the organisation. Most of the management level staff did not want to disturb their routine activities and were having fear that changes would impact their productivity level and hence performance would go down which will ultimately affect on achieving their objectives and annual increments. Even though knowing that the excellence model could bring numerous improvements, many of the senior staff were reluctant to change due to not visualising improved performance and results; *"I wanted to implement excellence model but when I realized that various changes may be required which will adversely impact on my departmental day to day functionality, I was reluctant to proceed further initially. Infact I think I was not able to visualise and conceptualise the impact of changes and therefore was worried about such changes. We were infact not having formal change management method in place"* (RA8).

At certain times, it was felt that why changes were needed as they were only applying for quality award and once it would be achieved, excellence model implementation would over. Many management level staff were unfortunately lacking to see through the processes from beginning to end, focusing on the end results and having clear change vision for continuous improvement in particular at the early stages of the excellence model implementation. This issue persisted till the organisation carried out self-assessment exercise, identified its strengths and worked on highlighted areas for improvements. Further, initially senior management was not able to judge immediate advantages of the process changes due to unclear answers for following questions:

- i- Why we should make changes due to excellence model?
- ii- What benefits we will achieve for the organisation due to recommended changes based on self-assessment?
- iii- In case changes will not provide tangible benefits, then what will happen?

*"Certainly it was difficult tasks for us to convince the senior management that quality award trophy is just an outcome of the good practices we instil within the organisation through implementing excellence model, therefore focus need to be on changes related to improvement. Absence of structured change management methodology actually helped our organisation for managing changes effectively" (RA12).*

#### **5.4.6 Overlapping of Responsibilities (OOR)**

When the decision was taken about the excellence model achievement for CSO / A, the management team started work under the guidance of a dedicated business excellence department who was responsible to oversee the progress and reported to the CEO on the implementation status at regular basis. Business excellence department noticed that various overlaps are present in the responsibilities of the senior management as appeared in their job descriptions which were not reviewed and refined since quite some time. Such overlapping was causing delay in completing the assigned tasks related to excellence model implementation as most of the senior management team members were considering that others will complete the tasks. Moreover, focus of many of the management staff was changing time to time due to mixing of certain roles such as man power resourcing and training execution. Therefore it was observed that anticipating achievement of the organisation vision was lacking because of changes and overlapping in responsibilities. *"We often faced a challenge of executing assigned tasks for excellence model implementation due to overlapping of responsibilities because of Job descriptions and hierarchy structure. These were never felt before excellence model review because organisation was on growth path and no one had time to review the job descriptions time to time to ensure no duplication occur in roles" (RA12 and RA13).*

Realizing above situation and its impact on organisational performance, one of the first step considered was to perform comprehensive review of the organisation chart, hierarchy levels,

number of departments, roles and responsibilities at all levels and corresponding job descriptions. These were required to ensure timely completion of critical requisites of excellence model criteria implementation. Through this detailed review, organisation chart was refined and relevant job descriptions were amended to reflect the actual responsibilities removing overlapping of tasks. This exercise not only provided clarity in roles and responsibilities but also minimised ambiguities for working towards and achieving the vision.

*"Everyone was busy in performing duties according to specific job description, so initially excellence model implementation was additional task. Moreover, in some cases, same responsibilities were assigned to two or more staff, therefore they were trying to attain their targets specifically rather focusing on big picture of achieving the vision" (RA3).*

#### **5.4.7 Coordination (CDN)**

Gelling of team for identical and timely excellence model implementation was difficult due to differences in priorities, varied performance objectives and excellence model learning level for senior management team. These were the main reasons for poor coordination among top management during implementation of the excellence model and caused adverse impact initially at organisational level. During initial meetings, there was difference of opinion observed among senior management for implementation methodology, devoting time and involvement of their staff; *"Varying educational backgrounds, qualification level and disparity in understanding of excellence model were an issue to develop cohesive team and improve coordination. We found various meetings without any decision during excellence model implementation process" (RA10).* Some members were in the view to find a short cut and hire a consultant to carry out implementation, while others were insisting to involve the organisation staff for implementation as in their opinion it would enhance capability and competency of staff. Thus the organisation would be able to maintain and

sustain the excellence model criteria by its own staff rather spending huge expenses on consultants. All these judgements created poor coordination and caused delay in excellence model implementation.

In view of impact of coordination at organisational level, CEO then took notice of the poor coordination among top team and increased frequency of management review meetings i.e. from monthly to weekly, chaired by him; *"However coordination and related situations were certainly improved after increasing frequency of management review meetings by the CEO" (RA10)*. He was reviewing details and progress in review meeting and questioned each department head personally. This method was beneficial to improve senior team coordination and winning the Dubai Quality Award. Further to improve the coordination, Business Excellence department convened cross functional meetings fort-nightly. Such meetings helped to improve communication among various departments and enhanced understanding for operational issues.

*"Initially it was not easy for us to keep all management team focused and on one page. Everyone was having different questions and clarifications regarding excellence model. Department Heads preferred to contact business excellence department rather to discuss issues to directly other departments. Business Excellence department made conscious efforts to organise joint meetings that contributed to improved coordination" (RA12 and RA13).*

#### **5.4.8 Commitment and Participation (CAP)**

In the CSO / A, CEO and the department heads were considered to act as leaders. Being a family owned organisation, the CEO was the main decision maker although sometimes obtained opinion of other family members involved. So the CEO wanted to win Dubai Quality Award as it is conferred by the ruler of Dubai which is considered very prestigious

and enhances companies image and competitive advantage. Department heads report to the CEO who took the decision to proceed for implementation of Dubai Quality Award within the company. All interviewees agreed that in the beginning of the excellence journey, most of the department heads felt it as a usual business decision require minimum effort. So, commitment of them towards excellence was lacking except the CEO. Therefore initially, this lack of commitment could not motivate them to visibly participate in the quality culture change; *"Although I had taken a decision to go for and implement EFQM based Dubai Quality Award Model in the company, however soon I realized that there is a need to keep all senior management in the same page which was lacking. Senior team visible participation was not explicit in the beginning of the implementation which was hindering quality culture change therefore each individual had to take it seriously"* (RA1). Moreover, department heads were not feeling comfortable to assign any department representative for implementation of excellence model in their respective functions.

The commitment of the senior management members was gained by making them responsible for certain tasks and involving them in each stage of the Dubai Quality Award process from planning through monitoring of implementation. CEO also started progress review meetings, obtaining monthly departmental and quarterly performance reports to monitor the implementation progress which proved to be a catalyst in enhancing commitment of the senior management.

*"It was extremely difficult to keep department heads committed all the way through the excellence model implementation due to varied experience, expertise and nature of functions. In particular it was very hard to keep all of them at same level so they can nurture quality culture in their own departments in identical way". Further, during the implementation, they were reluctant to assign their department representative. However as we progressed, their understanding and commitment were increased which helped us to achieve the quality award"* (RA12).

#### 5.4.9 Perceived Benefits of Excellence (PBE)

While starting the journey towards excellence by implementing the excellence model criteria, clarity on excellence as a concept was varying within the leadership team of the company due to insufficient information and knowledge on the DQA framework. Many of them also highlighted that excellence is abstract and subjective, so it cannot be achieved in real sense. Therefore, not all senior management team members were able to envisage and perceive expected benefits of the excellence program. This issue was felt more for the technical people as compared to business management personnel. Most of the department heads thought it another slogan to enhance revenues by the CEO. Therefore many of the senior management were talking and focusing on revenue enhancements even during the implementation of the excellence model; *"It really took us sometime to convince our senior management team that excellence does not mean only focusing on revenue, it rather enhances excellence holistically touching every pulse of the organisation. Therefore role of each member is crucial for achieving benefits of excellence model"* (RA12 and RA13).

Interestingly, some department heads were thinking the benefits from their specific functions view point rather visualising them from the company perspective. Due to variation in understanding of concept of *excellence*, leadership team was not able to fully envisage benefits of implementing excellence model and which kept changing the pace of implementation and took some time to homogenize. So initially implementation of the excellence model criteria was quite slow, however once the concept was understood by the senior management team, there was a joint concerted effort for achieving the quality award.

*"As a head of retail, I always thought that excellence model application will be another point to convince our customers, so my retail sales will improve. However, while implementing the criteria, I realized that it is much more than the improved sales and*

*generating revenues. I was really able to understand the benefits after quite some time of the implementation" (RA2).*

*"My focus was on the maintenance related tasks, so when I was informed about excellence model implementation, it was difficult for me to relate it with maintenance work. With time, I tried to understand the concept of the excellence and that really helped me to understand it from holistic perspective and impact of my work on others" (RA10).*

#### **5.4.10 Training (TRG)**

In the beginning, half day awareness session was conducted for the senior management by the business excellence team. This session was considered sufficient to understand the concept of excellence and implementation of excellence model. However, soon it was noticed that many of the department heads were not fully aware of the strategic perspective and holistic view of quality. Therefore, department heads focus remained on set objectives and relevant targets, so they were not able to spare time initially and thinking excellence model as another certification; *"Being a senior team member, our focus was to achieve set objective and relevant targets, therefore we were not able to afford spare time for formal trainings in particular for quality, etc."* (RA5)

Senior management was also of the view that as a department head, senior team is competent enough and do not require any formal training on the quality and excellence and therefore they also could not reinforce execution of proper training to acquire required knowledge necessary to implement the excellence model. As the excellence model implementation progressed, this became one of the hindrances as department heads attitude and viewing the excellence was different which became clear during the progress review

meetings due to difference of opinion and reaching a consensus with difficulty. Many times CEO had to interfere for resolving the matter from the strategic perspective.

Later senior management team realized a need for having comprehensive training on quality and excellence. Business Excellence department through external expert in organisational excellence trainings, organized formal training workshop for a week titled as "Organisational Excellence" which was attended by all senior management members. The training workshop covered various modules such as self-assessment, excellence model criteria understanding, RADAR Methodology, Scoring mechanism, assessing the organisation, growth and improvement through excellence, etc. *"I would appreciate our Business Excellence Department for their diligent efforts of organising training workshop on organisational excellence which certainly made lot of difference in our understanding"* (RA5).

*"Initially, most of the senior management members thought that having formal long training is not required as all were very experienced. Moreover, it would be costly financially but also time-wise as all senior team will be absent from their offices for training. However we came to the conclusion that formal training on quality and excellence was extremely essential to understand the organisation from holistic perspective keeping our view on strategic perspectives as well"* (RA6).

#### **5.4.11 System Thinking for Excellence (STE)**

Julie (2009) mentioned that Baldrige excellence criteria requires that leaders embrace system thinking through visualization of it supplication from begin to end and promote its focus throughout the organisation at all levels for long-term progress. This indicates that excellence model application requires leadership focus on system thinking view of the excellence model.



Many of the senior management team members were not able to fully understand the process of excellence model and its implementation from beginning to end. In CSO/A, generally it was observed that system thinking perspective from process management perspective was not clear as it was considered un-necessary for day to day task. Most of them were under the impression that it was one of the tasks and could be done with minimal time and resources. They were lacking to visualise the complexity and work load of the excellence model criteria implementation. *"I was considering that excellence model implementation would be easy task and will not require much time, however it was tremendous effort. Infact I was not able to see through the whole process from begin to end, i.e. quality excellence framework as a system, its subsystems, linkages and internal relations and thus was missing the big picture"* (RA6). Advocated by Besterfield (2011) and Conti (2006) revealed that the full meaning of quality and quality management concepts can be only understood within the framework of systems thinking. The link between quality thinking and systems thinking is to be found in relations. Therefore, while implementing quality excellence frameworks, management should be able to visualise it from begin to end to understand implementation issues and how to make it success. That means management should first of all look and understand quality excellence framework as a system, its subsystems, its internal relations.

This had impacted in numerous ways such as:

- a- Senior team members were not able to anticipate and comprehend potential benefits of the excellence model on the business and corresponding revenues.
- b- Senior team members were not able to establish structured approach to implement excellence model criteria systematically
- c- Senior team members were not able to motivate their staff due to lack of clarity

*"System thinking perspective of the excellence model and its implementation were difficult task for many of us. Frankly, system thinking view of the excellence model was lacking due to lack of knowledge and understanding. Staff motivation was triggered towards*

*performance targets despite push by the business excellence department. We were only able to comprehend the excellence model in a better way after couple of meetings related to excellence model application" (RA4).* According to Conti (2010), better understanding about quality excellence framework and its implementation using system thinking mindset are crucial, so formal awareness sessions may be appropriate to enhance such understanding.

*"Step by step process management was not an area of our comfort. In our sales department, achieving daily sales target was most important as it has direct impact on the bottom line. So for quite some time, it was difficult to change pure sales mind set. However as time passed and through our regular participation in management review meetings, we started learning process management and hence system thinking approach of the excellence model was understood" (RA3).* According to Julie (2009) system thinking is a cohesive approach to management that views all key processes as part of the overall system rather taking them in isolation or as segment. System thinking is based on the idea that all key processes of the organisation are inter-related. So knowledge of process management enhances understanding of system thinking for every individual.

#### **5.4.12 Leadership Style (LDS)**

Leadership i.e. senior management of the organisation was comprised of different age levels and nationalities. Moreover educational background was varying as well. The organisation was not having comprehensive training program for leadership such as how to be effective leader or exercising effective leadership style, etc. Therefore, leadership style was differing depending upon the people. Moreover, understanding regarding excellence model and its benefits were not understood identically by all which could not enhanced cohesive and participative leadership style for better implementation of DQA framework. Some of the senior management level used autocratic style of the management which was top down. While this style kept people focused on excellence model implementation however it also

created disagreements and resentments among staff which caused delays sometimes. Other type of people were bit laid back, thinking they have sufficient time and excellence model implementation can be done at the eleventh hour so why to do hurry. Such mix of behaviour effected the implementation and was delaying it till it was noticed by the CEO and management review committee. When the excellence model implementation was finalised as strategic level objective and project plan was prepared and communicated, these enhanced focus of every member of senior management team and streamlined their conduct towards one direction. It was realised that balanced behaviour was suitable to keep people motivated and to implement excellence model successfully.

*"It was difficult for us to standardize leadership style for implementing excellence model criteria identically. Everyone at leadership role was different. Some thought to apply hard controls in their respective departments, some used soft controls. They both were having advantages and dis-advantages. Leadership style was certainly very crucial for timely and successful implementation of excellence model" (RA2).*

#### **5.4.13 Management Effectiveness (MEF)**

Due to lack of comprehensive training of leadership on excellence model program, they were not able to grasp it fully with respect to benefits, implementation process, employees involvement, customer focus and financial outcomes. Moreover, because of difference in leadership style and varying performance objectives, initially senior management team was not able to focus on the end results. These all played a role for not developing team work at first and reflected as ineffective team with poor quality of direction, effectiveness and efficiency. Therefore, during the implementation of the excellence model, for quite some time, many departments could not perceive why the organisation was implementing the excellence model. While this created ambiguity of direction, it also lowered their effectiveness and efficiency

It was noticed that there was a learning curve for the senior management team and they learned and understood the excellence model and process of implementation with time. This was the stage when cohesive team with one focus and direction was observed which ultimately achieved the Dubai Quality Award; *"Excellence model was new subject for most of us in senior team, therefore it took some time for us to learn. In my opinion, natural learning curve process had to happen and that's exactly was observed. Leadership team's quality of direction, effectiveness and efficiency was improved after having learnt the excellence model and its benefits"* (RA8).

*"From human resource perspective, my role was to emphasis on effective and efficient team. This became quite difficult for excellence model implementation process, because many of the senior management staff were more worried about achievement of their business objectives to show good performance to the owners. Therefore, they were not able to show direction to their staff related to organisational excellence. However improvement was felt among individual team members after half way through of the excellence model application"* (RA9).

#### **5.4.14 Over-enthusiasm (OEM)**

The organisation remained on growth pattern for many years reflecting good financial results which enhanced top management enthusiasm of generating more revenues. The organisation had realised various success stories in this connection. On one side it was considered a good sign for the organisation's business but on the other side, soon it was understood that senior management was taking some urgent decisions due to work pressure and stringent performance objectives even which were requiring further brain storming, proper analysis and team's decision. The visible reason was that many of the senior management team members wanted to get maximum earning in shortest possible time. Such

urgency was increasing undue pressure on relevant staff to perform faster and so quality of products and services were sometimes compromised; *"It was observed that as team was becoming over-enthusiastic to gain maximum profits, pressure was increasing on junior staff and often customer related services were compromised" (RA1)*. This further impacted on customer satisfaction as number of customer complaints were increasing. After realisation of the over-enthusiastic attitude in particular for business critical decisions, a management review committee was established; *"Management then established committee to monitor such instances of over-enthusiastic attitude and this helped in creating a balance in decision making" (RA5)*.

The management review committee was assigned to approve and endorse all business critical decisions prior to their execution. It was clarified that business critical decision will be considered all those that can have any effect on one or more of the followings, i.e. financial, customers, employees, operations and society / community. Moreover, it was agreed that perception of the stakeholders will be continued annually to gauge their satisfaction level. The CEO took the role of chairman of the committee. While the committee exercised role of the checker and approver, it also balanced the teams enthusiasm and realistic gains.

*"Being an owner of the organisation, it was my and other members natural wish to gain maximum in a shortest possible time, however we don't wanted to be over-enthusiastic and achieve it without our customers or employees satisfaction" (RA1)*.

*"Measuring perception of the customers, employees and the society is major requirement in the Dubai Quality Award Excellence Model, so we were conducting perception surveys since last five years. We noticed that while our gains were increasing, satisfaction level of these stakeholders was not improving, rather it was decreasing on certain satisfaction parameters. Reason analysed was over-enthusiasm of individuals for earliest achievement of*

*targets. This was raised to the management committee as serious issue which will led to total dissatisfaction in future if necessary action was not taken" (RA12)*

#### **5.4.15 Focus and Quick Fixes (FQF)**

The organisation's focus was on revenue growth, which remained obvious even at the beginning and during the excellence model implementation. Therefore all tasks which were having direct or in-direct impact on the revenues and profits always got priority. So all such tasks were performed on priority and necessary quick fixes were done. In many cases, quick fixes were made keeping in view profits enhancements which satisfied the leadership. However, after having comprehensive understanding of the excellence model and as its implementation progressed, leadership started to realize that there were various other business concerns which needed to be taken care of as well in the same priority level of the revenues.

It took quite some time for all management staff to realize that quick fixes should not be considered as first choice always; *"Even during implementation of excellence model, our focus was on performing urgent tasks and resolving quick issues as asked by the top management. Later we all realized that always giving priority to quick fixes actually does not address the issue rightly" (RA4)*. So they should be satisfied based on holistic growth rather focusing on mere quick fixes of the issues and tasks.

*"Excellence model has taught us that we need to give realistic attention on all aspects of the organisation such as financials, stakeholders satisfaction, society contribution and others rather getting over quick fixes always" (RA2).*

#### 5.4.16 Summary of the Identified, Common and Unique Factors in the CSO / A

All factors identified through literature review are also recognised in the CSO / A. Therefore, there is not any factor which was found in literature but not found in the CSO / A. Further, there is one unique factor i.e. 'system thinking for excellence' revealed in the CSO/A which was not apparent in the literature. Summary of identified, unique and common factors within CSO / A is mentioned in the below table - 5.6.

<b>Factors found in Literature and in CSO / A</b>	<b>Factors found in Literature but not found in the CSO / A</b>	<b>Factors found in the CSO / A but not found in the literature</b>
1. Building-in Quality	None	1. System Thinking for Excellence (15)
2. Strategy and priorities		
3. Excellence Framework Integration		
4. Business Issues		
5. Management and Change		
6. Overlapping of Responsibilities		
7. Coordination		
8. Commitment and Participation		
9. Perceived Benefits of Excellence		
10. Training		
11. Leadership Style		
12. Management Effectiveness		
13. Over-enthusiasm		
14. Focus and Quick Fixes		

**Table: 5.6: Summary of Identified, Common and Unique Factors in the CSO / A**

<b>Factors found in Literature and in CSO / A - Grouping / Category: Organisational Level</b>
1. Building-in Quality
2. Strategy and priorities
3. Excellence Framework Integration
4. Business Issues
5. Management and Change
6. Overlapping of Responsibilities
7. Coordination

**Table: 5.7: Organisational Level Factors in the CSO / A**

<b>Factors found in Literature and in CSO / A - Grouping / Category: Individual Level</b>
8. Commitment and Participation
9. Perceived Benefits of Excellence
10. Training
11. System Thinking for Excellence
12. Leadership Style
13. Management Effectiveness
14. Over-enthusiasm
15. Focus and Quick Fixes

**Table: 5.8: Individual Level Factors in the CSO / A**

## **5.5 Findings from Case Study Organisation B (CSO / B)**

Case Study B, is a private organisation owned by partners. The partners have appointed, authorised and empowered a general manager to oversee and manage the organisation on their behalf. It was noted that CSO / B has become large organisation in the form of group and has established its image as one of the best in its class within Dubai. Being run by partners, it appeared that decisions were fully thought through before their execution. The RB1 (GM) is considered a senior most person and leading the organisation towards excellence. As he approved conduct of this research in his organisation through signing the non-disclosure agreement (NDA), approaching the selected respondents and interacting with them became trouble-free for the researcher. The interviewees were invited to choose a



suitable venue for an interview. Most interviewees opted for their own offices or, in some instances, a meeting room. While this choice was very convenient for the interviewees, it was also beneficial for the research because the required evidences were easily accessible on the interviewee's computer or filed as hard copies. It is worth mentioning that all interviewees provided information and explanation without any reservation; indeed, in some cases they even offered evidences before the researcher had asked for it. Various documents were also reviewed to validate the responses. Observation was also employed and the researcher consulted the web site of the CSO / B as well.

### **5.5.1 Building-in Quality (BIQ)**

Yearly strategic planning process was in place for quite some time, however there was no structured approach being applied for the same to build-in quality practices to cover whole organisation. Building-in quality was never considered very crucial for organisational performance as the need was not felt due to less competition in early days and customer growth. Later intense competition compelled to apply best practices accumulated in the excellence model. Therefore, quality perspective was not part of the strategic planning process before embarking on the excellence model. During initial awareness session of the senior management team, they realised importance of building-in quality within organisational functions and noticed it a missing element in the strategic planning; *"Decision was taken after the awareness session of the senior management on realization to include quality perspective in the strategic plans considering it critical organisational level factor"* (RB 13). GM discussed with the senior team and then consensus was made to include quality angle in the strategic planning process and to fix Dubai Quality Award achievement as one of the strategic objective; *"Yes. Yearly strategic planning process was in place but it was perhaps not structured from quality perspective and building-in quality. GM discussed with the senior team and then consensus was made to build-in quality in the strategic planning process. It was formalized due to DQA implementation process and now this is a routine. Infact board of directors endorsed it."* (RB 2).

Keeping in view the impact of building-in quality at organisational level, it was thus formalised due to the Dubai Quality Award implementation process and it has become a routine. Once quality perspective was built in the yearly business planning cycle, GM further instructed all department heads to incorporate it in their respective departments and cascade it to all relevant employees through strategic deployment sessions; *GM instructed to all department heads to incorporate quality practices in their respective departments and cascade relevant strategic plan to all staff at large through strategy deployment sessions. Moreover, sales and departmental score card were established to incorporate and monitor the strategic plans. Reports were reviewed by the senior management during quarterly reviews"*(RB 3).

To maintain the strategic plans and ensure its understanding, senior management conducted quarterly reviews within their functions where they reviewed quality processes and also shared learning from Dubai Quality Award implementation process. This inclusion was considered positive by the board and was appreciated.

*"Building in quality elements are now part of the organisational level strategic planning process. Before embarking on Excellence model, it was not considered during strategic planning process, therefore, excellence model was built in the organisation's strategic planning process during DQA implementation, before that this was not the case"* (RB 5).

### **5.5.2 Strategy and Priorities (STP)**

Senior management was aware of their roles prescribed in the job descriptions, however priority level was varying from people to people. Phenomenon of conflicting priorities was observed among few senior team members due to operational misunderstanding and which

were affecting various departments of the organisation. Unclear strategy or frequent changes in the strategy was the reason for conflicting management priorities; *"Although everyone was aware of the role, however sometime priority level varied from people to people. This phenomenon sometimes observed for some senior team members due to frequent changes in the strategy which kept changing their focus and priorities. Therefore unclear strategy triggered the conflicting management priorities"*(RB 3). Regular changes in the strategy were not allowing consistent long term positive performance trend over the period. Therefore, it was difficult to reach on consensus during meetings at times and at some instances silo functional behaviour was observed. This became further obvious during Dubai Quality Award criteria implementation when it highlighted unclear strategy. However later excellence model criteria helped the organisation to develop proper organisation's strategy addressing the criterion of 'strategy' in the excellence model. Periodic management review meetings acted as catalyst to overcome this issue in which overall company goals and strategy were emphasised.

*"People had their own thinking about prioritization and tried to exercise it accordingly. Many of them therefore were not able to properly prioritize work elements and reserved their focus on achieving performance objectives. Regular management meetings actually kept them focused, reduced variation in understanding the strategy, ensured departmental alignment and lessen conflicting priorities"* (RB 5).

### **5.5.3 Excellence Framework Integration (EFI)**

The organisation was certified to quality management system based on ISO 9001 requirements. Therefore, relevant documentation was available such as quality policy, quality manual, mandatory quality system procedures and standard operating procedures. So above documentation was fulfilling essential requisites of the quality system, however, they were neither addressing Dubai Quality Award Excellence Model criteria nor aligned with it.

Many excellence model criteria were lacking including leadership, strategy, people management, partnerships and resources. Moreover, results criterion parts including perception measures from relevant stakeholders were missing.

Many department heads felt it was difficult to create new tasks and integrate existing day to day practices and methods with the excellence model criteria. Various ambiguities emerged during the implementation of the excellence model which became barrier for integrating daily processes with the excellence model criteria and thus impacted adversely the organisation's growth.

To overcome these barriers and convert them as enabler for excellence, senior management had to take specific decisions. So it was agreed that all processes will be reviewed comprehensively and missing points will be noted and integrated using DQA framework. Responsibility was given to criterion owners for integrating relevant processes both with the excellence model and in the daily practices; *"Criterion owner teams under instructions of the GM, reviewed all processes comprehensively and identified missing points according to excellence model. Action were taken on the missing points and integrated into the daily management practices. Later this reflected better alignment among departments and cross functional processes across the organisation"* (RB 5). To oversee process integration, internal review mechanism was established. Internal auditors were asked to carry out quarterly internal reviews to gauge effectiveness of excellence model criteria integration into daily management practices. Further independent third party assessments were conducted periodically to ensure that proper processes reviews and integration were done. After resolving findings of these assessments, visible improvement in day to day work was observed.

*"To ensure processes integration for whole organisation with excellence model criteria, detailed internal reviews were carried out by our internal audit department on quarterly*

*basis. Moreover, independent third party assessments were conducted and corrective actions were identified to integrate in the management systems and organisation" (RB 4).*

#### **5.5.4 Business Issues (BUI)**

Business focus and growth, economy of scale and revenue generation were always having first priority for CSO/B. Summer season i.e. from March to October was considered a peak season due to high volume of customers visiting the water parks. Therefore, in particular during peak seasons the management was normally comfortable and satisfied with knowing that peak season was actually a high revenue generation period though create various business issues such as delays and rush. Due to the pressure of business growth, diverse moods of employees were observed at different times which were obviously detrimental for the organisation with respect to effective and efficient team work. In pressure times, focus of senior management was usually drifted from excellence model implementation. Time management was really another issue due to day- to- day work and under certain circumstances it was difficult to devote time; *"Due to pressure of business growth, varied types of moods and business issues were observed at different times such as delays, process errors, rush times, etc. Frankly, in pressure times, focus was usually drifted from excellence model implementation because Time management was really an issue due to day to day work load" (RB 9).*

Regular meetings, customer interactions, employees' management and operational parameters were reasons for lack of sparing time for promoting and reinforcing excellence model application and hence impacted the organisation. To overcome above areas, GM convened periodic review meetings which kept senior management team focused, avoided distraction and maintained balance of activities and time management; *"Realising the importance of handling business issues properly, regular meetings chaired by the GM kept senior management focused, avoided distracting and helped to create balance among daily*

*work and time management" (RB 10). Moreover, decision was made to exercise corrective and preventive actions rather mere corrections for complaints, errors and defects. This reinforced a culture of systematic problem solving through proper root cause analysis within the organisation even during pressing business times.*

*"Organisation's business focus was already a first priority. Due to peak season, focus was on business growth and revenue generation. Due to which sometimes, people compromised on quality of work and quick fixes were taken. Senior management realised the situation and reinforced message of quality and good working practices" (RB 8).*

#### **5.5.5 Management and Change (MNC)**

The organisation did not feel major changes due to Dubai Quality Award highlighting that regular changes were part of their job. Minor changes were however done to accommodate the excellence model requirements; *"There were no major changes occurred during Dubai Quality Award implementation, but surely many minor changes were done to accommodate requirements of the excellence model" (RB 8).* Change management methodology was in place which used to follow by all departments of the organisation. This policy was established to cater strategic changes, procedural changes, operational changes, etc. Therefore senior management of the CSO / B considered relevant changes normal. Structured change management methodology was reinforcing systematic mind-set of the changes envisioning the impact of certain change. Further, change management committee was in place having responsibility for managing all highlighted changes. It was also responsible for ensuring that each change considered was done through proper procedure, cost-benefits analysis was carried out, impact of the change was anticipated, training requirements were mentioned and agreed changes were deployed; *"We had structured change management methodology at organisational level which was exercised through designated change management committee. The committee oversaw all changes assuring*

*these were done in systematic manner minimizing future risk and adverse impact on the business. Department heads were then made responsible for implementing approved changes. So there was no as such fear of change and lack of clarity" (RB 1).* Therefore CSO / B did not feel that fear of change and lack of clear change vision was really a problem during Dubai Quality Award excellence model implementation. As such management and change factor was considered fine in the CSO/B.

#### **5.5.6 Overlapping of Responsibilities (OOR)**

Responsibilities were clearly articulated and assigned by the management through specific job description reflecting clear job accountabilities, responsibilities and competencies needed; *"Responsibilities were clearly assigned by the management for all departments and staff. Each of the senior management team member was having specific job description" (RB 12).* The company had established clear vision and was managed with different directors, so everyone was ensuring that employees were hired for specific assignments and job roles. There was some time overlapping observed for certain responsibilities due to mis-interpretation of processes while implementing the excellence model, however these were generally due to inter-connected nature of the excellence model and its criterion parts; *"There were sometime overlapping of certain responsibilities felt while implementing excellence model but it was generally due to inter-connected nature of the criterion parts rather in job roles" (RB 12).*

There were certain requirements which were implemented simultaneously in various departments and cross functionally but this did not reflect an issue of overlapping of job role and responsibilities. Each director was clear of its own portfolio and which was clearly understood by the General Manager as well who ensured that there were no overlapping of responsibilities for senior management. On certain occasions of Dubai Quality Award implementation, duplicate record keeping and obtaining information more than once from

same source by different people were realised. These were however exercised to satisfy the excellence model criteria requirements rather having overlapping of responsibilities. The organisation was generally clear on achieving its vision.

*"There was no overlapping from job roles and achieving vision view point. What we observed was some overlap on duplicate records keeping and obtaining information more than once from same source by different people during the excellence model implementation. These were discussed in the management meeting and many such overlapping issues were resolved on instruction of the General Manager" (RB 2).*

#### **5.5.7 Coordination (CDN)**

Once organisation made a decision to implement excellence model and apply for Dubai Quality Award, Board of directors through general manager informed the department heads and announced throughout the organisation at all staff levels. Coordination was sometimes an issues due to achieving yearly objectives by each department and diversity understanding. It was clearly emphasised to all departments that team work and coordination would be one of the critical success factor to achieve this coveted quality award; *"Once decision was made to proceed for Dubai Quality Award implementation, I made it clear to everyone of the senior management that winning quality award will provide us competitive advantage, so we don't have any choice but to win it. Moreover, emphasized on proper coordination and team work and mentioned that it will be communication which can make or break" (RB 1).* The real issue was how to keep the momentum and improve coordination among senior management team, departmental staff and across the organisation. To resolve this concern, it was agreed to conduct periodic progress review meetings and enhance effective communication considering coordination as organisational level factor.



To keep progress on track as per excellence model project plan, various levels of meetings were convened such as general managers monthly progress review meeting, department heads periodic departmental meetings with their own staff, assigned criterion owners team meetings and overall excellence model criteria update meeting. Such meetings realistically removed many barriers among departments and improved not only the team work but also the coordination among all. Issues related to peak season work load were also discussed during the progress meetings that helped the senior management to understand real situation and each other's position.

To enhance effective coordination and communication, various methods were used to communicate quality and excellence initiatives such as regular meetings, formal communication sessions, emails, walk-in discussions. Furthermore, excellence model share folder in the intranet was established reflecting all business excellence initiatives. Many of the organisation's senior management team members felt that these communication channels were very effective for having timely information and effectual coordination among them. Most of the senior management team believed that they did not face major coordination issue among them during excellence model implementation. In case if there was any concern due to work pressure, it was discussed in the management meeting and resolved.

*"After announcement of applying for Dubai Quality Award by the board of directors, General Manager emphasised the senior management about the team work and relevant communication. He convened regular meetings to review progress and watched about coordination issues. Any delays due to work pressure or peak season were also discussed during the monthly progress review meetings. Moreover, Monthly meetings were conducted by the concerned department head in their respective functions " (RB 12).*

*"There were various methods used to communicate quality and excellence initiatives such as regular meetings, communication sessions, emails, walk-in to their offices, etc. In particular, excellence model share folder in the intranet was established reflecting all business excellence initiatives. Weekly updates sent to all staff during the excellence model implementation period. I think these were effective, improved coordination and passed on the message clearly" (RB 13).*

#### **5.5.8 Managing Diversity (MDY)**

The CSO / B comprised of large work force belonging to more than twenty nationalities and occasionally working in two shifts during peak seasons. So most of the staff were having different educational background, languages, cultures and ethnicity. Therefore managing diversity of work force during excellence model implementation was some challenge for the organisation. Although English was the official language, however instilling message to junior level and front liners with similar understanding was a real test. After initiation of excellence model program, this was first revealed while selecting members of the criterion owner teams. Although selection was done based on education level, understanding of the excellence model, etc; however how the team members would gel with each other in the shortest possible time for producing desired results was an apprehension. The management noticed that criterion owner teams gone through the natural phase of team work from forming, norming, storming and performing.

To overcome this issue, CSO / B decided to carry out comprehensive training program for all criterion owner teams and champions on 'effective team playing and team building'; *we noticed this issue in the beginning and initiated comprehensive training program for managing diversity"(RB1).* Moreover, human resource department was trained on 'HR strategic role for managing diversity'. It was believed by the senior management of the CSO

/ B that such training certainly improved the understanding regarding team work and helped us managing diversity during Dubai Quality Award implementation process.

*"As we have more than 20 nationalities in our work force, Managing diversity of work force by the senior management really helped us to keep and follow unity of purpose at organisational level"(RB 1).*

*"As we have diverse work force, so managing diversity was an issue in particular during peak hours and in prioritizing the excellence model criterion elements. Team work was emphasised in every meeting not only to handle diversity of work force but also to keep everyone aligned"(RB 2).*

#### **5.5.9 Commitment and Participation (CAP)**

CSO / B motive was to operate the company on the principles of organisational excellence. This was felt essential due to increased competition. Infact total six water parks are opened now in the United Arab Emirates (UAE), in which three are in the Dubai and thus the competition has amplified not only within Dubai but also across the UAE. This compelled the management to have distinction among competitors as none of the competitor had gone for the excellence model. As the CSO / B was the first water park applied for excellence model, therefore it was considered that being a pioneer for implementing the excellence model and winning the quality award would not only give the competitive advantage but also would enhance the image of the organisation. Moreover, application of good practices accumulated in the excellence model criteria would strengthen the processes and would keep CSO / B ahead of the competition even if other water park apply for the excellence model in future.

While the above was recognised and senior management took decision to proceed for applying the Dubai Quality Award, it however took quite some time to ensure commitment and participation of senior management members, assign accountability, allocating tasks, setting clear time lines for the excellence model implementation project due to delay in actual implementation. Thus commitment of department heads was lost and they started avoiding participating in respective meetings; *"There was delay in assigning responsibilities after taking the first decision to implement excellence model. This was dragging the process and reduced commitment level"* (RB9). Another argument was what type of best practices they could obtain from the excellence model which would improvise departmental performance. Business excellence department was trying to convince that application of good practices through excellence model will keep the organisation ahead of competition and will enhance image that would have direct impact on the profitability. Many of the department heads wanted to see and then believe, therefore desired to see tangible examples. Moreover, in many instances, implementation problems were highlighted during the meetings rather focusing on the solution of such problems. Such attitude actually hindered to promote quality culture change within CSO / B.

The situation started improving when top management showed continuous support and reviewed the progress on a regular basis. Regular meetings were convened and attendance of all senior management team was made mandatory. Furthermore, GM noticed hindrances and acted as a catalyst to overcome problems that helped in DQA implementation. GM also enforced criterion champions and assigned responsibility to each department head to follow project plan and schedule for winning the quality award. Then regular progress review meetings were started chaired by the GM. Moreover, GM was having one on one meeting with each department head and his assigned criterion team; *"Later, GM had one on one meetings with the each department head where he discussed about the problems and instructed to resolve it"* (RB9). This improved the commitment level of all department heads and kept them involved in promoting quality culture.

*"Surely there was some delay initially after deciding for achieving Dubai Quality Award due to sudden changes in business priorities which affected senior management commitment and participation, however once the delay was observed, every department head was assigned with certain criterion parts as criterion owner. Further, periodic progress review meetings were started to check progress and level of implementation. At the end, management wanted to succeed therefore constant feedback and review kept everyone committed" (RB1).*

*"As a Management Representative for Dubai Quality Award, organising progress reviews was my responsibility. On instructions of the GM, weekly progress review was initiated because week was considered good enough to track progress and also kept everyone involved and committed. This was discussed and decided by the senior team. Lesser or higher frequency for progress review meetings was not felt appropriate" (RB12).*

#### **5.5.10 Perceived Benefits of Excellence (PBE)**

Initially leadership thought that quality and excellence were the same concepts and so if they had quality management system certification based on ISO 9001, then they had all required documentation in place and this was already nearer to excellence. So they used to raise obvious question: 'when we have ISO 9001, then why we need Dubai Quality Award'; *"Many of the people understood about the advantages of excellence model, however some senior team members were not convinced initially about benefits. They were comparing ISO 9001 and Dubai Quality Award. Their understanding was, it is another documentation writing exercise so will not benefit our departments" (RB12).* Further, many of the senior management team were not able to spare time for reading and understanding the excellence model criteria and grasp fundamental concepts of excellence mentioned by the Dubai Quality Award model. Therefore, some senior team members were not convinced about benefits stemming from the excellence model application. Moreover, due to lack of their

understanding, they were not able to motivate and involve their respective departmental staff in excellence model initiatives for quite some time.

To convince the senior team and improve their understanding regarding excellence model benefits, benchmarking with other award winners was planned. Hence discussion with the benchmarked award winners proved very fruitful as the senior management realised positive impact of the Dubai Quality Award on business; *"Initially benefits were partially understood by many of the senior management members. We decided to benchmark with other award winners and learn about benefits of winning Dubai Quality Award. These visits certainly dramatically improved realisation of the excellence model on the business growth such as image enhancement among group companies and increased number of customers" (RB3).* Moreover, based on benchmarking visits, some department heads came to know good practices and they applied such tested approaches during excellence model implementation and found them effective.

*"It was difficult to perceive benefits of excellence model application in early stages of implementation due to lack of understanding, however during the process we realised improvement in our customer service level which was proved through increase in number of customers visiting water park. And after winning the Dubai Quality Award, surely we observed enhanced image and customer preference over other water parks" (RB 10).*

#### **5.5.11 Training (TRG)**

The organisation had training department responsible to organise company-wide trainings based on training needs assessments from different departments. The focus of training was either on operational requirements or enhancing soft skills of front line / customer facing staff. There was no comprehensive training program present for senior management to keep

them updated with new knowledge in quality and excellence arenas and also to highlight strategic perspective of quality because need was not felt; *"Understanding regarding Comprehensive strategic perspective of quality was difficult as we never felt it important and were never having formal training program for senior management team"* (RB 6). Further, department heads were not having time during working hours to read through the excellence model criteria due to their tight business and work engagements. Therefore, when owners took a decision to apply for the Dubai Quality Award, senior management team was not able to visualize benefits of the same and was lacking to comprehend the quality improvements from strategic perspective and holistic view of the organisation's growth. Such unclear concepts were considered detrimental to the whole process of Dubai Quality Award winning.

Thus owners decided to hire a consultant to conduct one hour awareness session to the whole senior management team before starting the excellence model implementation. It was considered that one hour session would be sufficient to understand the excellence model and its requirements. Later, it was however found insufficient not only from the understanding angle but also to have positive impact on senior management commitment. Therefore top management further decided to conduct regular training sessions throughout the life of Dubai Quality Award implementation process. This was then started with four hours in-house session covering strategic objectives, benefits and criteria of the excellence model; *"Certainly four hours awareness session at the beginning of the excellence model implementation process was vital. Then regular discussions were done time to time during meetings that groomed our thinking regarding holistic view of the quality and excellence"* (RB 6). Such sessions then continued periodically especially during management review meetings. Such sessions played a vital role in improving senior management mindset about the excellence model.

*"In my opinion, senior management was fully aware of the excellence model requirements and barriers but the difficulty was how to apply the requirements and overcome barriers. In-*

*house training covering benefits, criteria and strategic perspective of excellence model made it easy for each of us and due to the owners push, everyone was devoting time to attend training sessions. Of course such awareness sessions improved senior management mind- set regarding quality and excellence" (RB 13)*

#### **5.5.12 Leadership Style (LDS)**

The CSO / B board of directors was comprised of number of directors who were ultimately responsible for the organisation. The assigned general manager was supported by various department heads to run day to day business of the company. Therefore there were around twenty people in the leadership role and considered as top management. Most of them were belonging to different nationalities and had exposed to varied cultural and educational back grounds as well. On one side, it was good for the organisation to learn from each other, while on the other side it exposed the issue of leadership style. Management involvement and emphasis on business growth, stringent performance objectives, varied business outcome during peak and lean seasons were all reasons for exercising diverse leadership style. In most of the cases top down leadership style was applied which was more obvious during implementation of excellence model as it was taken another task in addition to routine matters. Top management continued push for winning Dubai Quality Award in view of receiving award directly from the ruler of Dubai actually forced the senior management to get the assignment done on time and as per project plan; *"Surely management involvement and straight forward behaviour reinforced the excellence model implementation and staff were knowing that its management decision. Mostly top down management style was applied which actually ensured timely delivery of assigned tasks" (RB 12).*

Most of the organisation's senior management felt that top down leadership style was necessary during excellence model implementation because it showed the staff that management was serious about the excellence model implementation, so there was no



choice. At many occasions, mix of top down and bottom up approach was applied. The organisation's senior management understood that laid back and casual attitude towards the excellence will not work and not good for business sustainability.

*"In my opinion, top down style of senior management actually insisted the staff that management wants excellence model implementation, so there was no choice. Sometimes bottom up approach was mixed with top down. It was important to obtain employees feedback. Casual attitude of management towards excellence model implementation was not observed knowing the company will lose Quality Award" (RB3).*

#### **5.5.13 Management Effectiveness (MEF)**

During Dubai Quality Award excellence model implementation, on the directive of the board of directors, general manager's personal involvement was critical to set the quality of direction. Each department head was assigned certain excellence model criterion and asked to establish criterion owner team. The team members acted as criterion champions. In this way top management team was not only fully involved but also became responsible for proper implementation of assigned criterion parts. Such arrangement enhanced effectiveness and efficiency of the top team and also improved quality of direction with defined goal of winning the quality award. Involvement of criterion champions motivated team members and their enthusiasm was noticed during criterion team meetings and staff conversations; *"Criterion owner teams involved many staff and kept them motivated to achieve Dubai Quality Award. Criterion champions enthusiasm was observed during staff meetings and staff conversation which was also evidenced top management's quality of direction" (RB 6).* The CSO / B felt that it did not face an issue of ineffective top team during excellence model implementation.

*"Board members and General Manager's personal involvement and making department heads responsible for certain criterion parts as criterion owner, improved their efficiency and effectiveness. Although we faced some issues during excellence model implementation, however in-effectiveness of top team and quality of direction were not serious issue" (RB 2).*

#### **5.5.14 Over-enthusiasm (OEM)**

General Manager was given stringent business target every year by the board of directors for continuous growth. These targets were then reflected in the stretched performance objectives of the senior management team. Therefore even during the Dubai Quality Award implementation, many of the senior management team members always raised concerns and talked about achieving their performance objectives. Such tense objectives kept them over-enthusiastic and at times compelled them to consider shortest way for maximum gain even if this compromised on quality and delivery of outcome. This scenario was relatively more evident during peak season. For this period, senior management wanted to grab an opportunity to earn more and more in shortest possible time. Excellence model was not priority for many during peak season. So in the journey of excellence model implementation, the organisation faced slow tempo and enthusiasm towards applying excellence model and achieving quality award.

*"Although management team was consistent during excellence model implementation process however achieving performance objectives was crucial for them. We observed that pressure of objectives often made them over-enthusiastic. In particular during peak season, everyone wanted to earn more and grab this opportunity in shortest possible time" (RB 13).*

### 5.5.15 Focus and Quick Fixes (FQF)

In the initial times of DQA implementation, certainly focus was more on quick wins and earning high profits were always got priority. Mind set of completing day to day job instead of thinking long term was prevailing for most of the time; *"Mind set of completing day to day job was clear instead of thinking long term view. While Senior management wanted to implement excellence model and win the quality award although ultimate goal was to achieve more profits"* (RB 6). Mix reaction was also observed during the mid of the Dubai Quality Award implementation process when some senior team members started thinking about long term however some remained in the view of short term goals and gains. Reason was urgent nature of the business issues and rationale of performance objectives. DQA application was mind set change which was not easy for some people, while senior management wanted to implement excellence model only to win quality award; *"It was difficult for some people to understand that DQA application require mind set change rather winning the award merely"* (RB 6).

Quick fix scenario was also observed at the time of customer complaints because employees used to take correction without identifying and rectifying the cause of the problem. Although business excellence department was trying to ensure that root cause of the complaint was identified and both corrective and preventive actions were exercised, yet departments were not able to exercise it in real sense. On taking a correction action as a quick fix, apparently complaint was resolved and it was conveyed to the management by the concerned department. Later on business excellence department carried out repetitive complaints analysis and revealed that 40% of the complaints were repeated due to the same errors. It was then conveyed to all departments that customer satisfaction was one of the most important criteria of the excellence model and contained the highest score in the excellence model. Therefore external assessors would be very conscious for verifying its implementation, relevant records and evidences. This awareness led the departments to improve the situation.

*"Senior management focus was on long term visualizing end results, however at times business issues are of the nature which were require quick wins. Some senior management members were focusing on long term and some on short term and this difference existed quite some time even during DQA implementation, so we consider it an individual level factor" (RB 11).*

#### **5.5.16 Summary of the Identified, Common and Unique Factors in the CSO / B**

There are ten factors identified through literature review which were also recognised in the CSO / B whereas there were four factors found in literature but not observed in the CSO / B. Furthermore, there is one factor i.e. "managing diversity" revealed in the CSO / B which was not apparent in the literature. Summary of identified, unique and common factors within CSO / B is mentioned in the below table - 5.9.

<b>Factors found in Literature and in CSO / B</b>	<b>Factors found in Literature but not found in the CSO / B</b>	<b>Factors found in the CSO / B but not found in the literature</b>
1. Building-in Quality	1. Management and Change  2. Overlapping of Responsibilities  3. Management Effectiveness  4. Coordination	1. Managing diversity
2. Strategy and Priorities		
3. Excellence Framework Integration		
4. Business Issues		
5. Commitment and Participation		
6. Perceived Benefits of Excellence		
7. Training		
8. Leadership Style		
9. Over-enthusiasm		
10. Focus and Quick Fixes		

**Table: 5.9: Summary of Identified, Common and Unique Factors in the CSO / B**

<b>Factors found in Literature and in CSO / B - Grouping / Category: Organisational Level</b>
1. Building-in Quality
2. Strategy and priorities
3. Excellence Framework Integration
4. Business Issues
5. Management and Change
6. Overlapping of Responsibilities
7. Coordination
8. Managing Diversity

**Table: 5.10: Organisational Level Factors in the CSO / B**

<b>Factors found in Literature and in CSO / B - Grouping / Category: Individual Level</b>
9. Commitment and Participation
10. Perceived Benefits of Excellence
11. Training
12. Leadership Style
13. Management Effectiveness
14. Over-enthusiasm
15. Focus and Quick Fixes

**Table: 5.11: Individual Level Factors in the CSO / B**

## 5.6 Chapter Summary

This chapter starts with outlining the coding and categorisation done for responses gathered through data collection, techniques used for data collection and their justification. The chapter then proceeds with thorough discussion about research findings for the case study organisation 'A' mentioned here as CSO / A and case study organisation 'B' noted as CSO / B. During research findings discussion, researcher kept the research aim and corresponding objectives of the study at fore front in order to ensure that focus of the research is not deviated and objectives of the research are achieved.

Further, during discussion of research findings, it was also made certain that research questions are properly addressed focusing on how and why. Thus, each factor revealed through literature review was looked into in relation to both case study organisations. Therefore, through answering research questions, researcher has identified what are the factors affecting implementation of excellence model at a senior management level of Dubai Quality Award winner organisations. Moreover, researcher also ensured that this chapter also provide details about why and how do these factors affect implementation of excellence model at senior management level in order to understand their influence on the excellence model implementation. While discussing research findings, explanation regarding each factor is complimented with transcribed responses of the interviewees to indicate the factor as organisational level or individual level. Finally, research findings discussion reveals common and unique factors comparing those identified through literature review and present in the case study organisations. Summary of identified, common and unique factors in both case study organisations are given in the table at the end of each case study discussion i.e. CSO /A and CSO / B.

## **CHAPTER SIX**

### **DISCUSSION**

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#### **6.0 Chapter Introduction**

This chapter discusses the research findings observed from the two case study organisations in view of the literature review reflected in Chapter Two. The discussion focuses on the research aim and related objectives and highlights answers to the research questions mentioned in Chapter One. Furthermore, the discussion of the research findings is presented using cross-case study approach in order to examine similarities and contradictions for each of the factors identified and the relevant findings in the case study organisations. This approach gives the chance to discuss unique factors revealing from the case studies findings which are not reflected in the literature. Finally, critique of the research methodology of the research are also provided.

#### **6.1 Implications of the Quality Award on Organisational Change**

According to Balogun (2001), all organisations are currently undergoing some type of change. Many of these change programmes arise from management fads such as culture change, business process engineering, empowerment and total quality. Change is about changing people, not organisations. Organisations change when the managers and employees change their way of doing business. It needs to be recognised that employees are an intrinsic part of the change process. According to Balogun, Hailey, Johnson and Scholes (2003 and 2008), major change such as quality award have implications and can influence three major areas of the organisation including;

#### **i. Changing Individuals:**

Changing individuals who work in an organisation is about changing their skills, values, attitudes and behaviours. The changes have to be supportive of the overall organisational changes desired. Changing organisations is about changing people and any implementation approach has to work with the cultural, political and social nature of organisations. EFQM Excellence model (2013) and DQA (2013) include a specific criterion which requires to show that leaders ensure that the organisation is flexible and manages change effectively. It indicates the leaders as a individual need to change so to implement organisational change effectively. This can also relate with individual factors like commitment and participation and training and thus links with organisational factors such as coordination and management and change. Organisations also need to support middle managers by providing them with training in change management and the interpersonal skills that they will need to facilitate change within their teams.

As highlighted by Balogun and Hailey (2003 and 2008), being a change agent in today's fast changing and uncertain world requires a complex mix of skills and awareness, including analytical, judgemental and implementation skills as well as being able to handle complexity and sensitivity issues. Balogun (2001) further added that management should be able to analyse competitive, positive and needed changes and thus to identify desired future state and barriers to change. DQA (2013) mentioned that to ensure effective organisational change, leaders;

- are flexible
- consider people-planet and profit as a reference
- Involve relevant stakeholders for changes
- effectively manage change through structured approach
- use a structured approach for generating creative ideas



Above discussion reflects about critical implication of quality award which is changing individuals to ultimately ensure effective organisational change.

**ii. Changing Structures, Systems and Processes:**

Changing Structures and systems are about changing all formal and informal organisational structures, all systems including HR systems, all processes and procedures and all rules, responsibilities and relationships. Therefore changing roles are crucial to determine who is to take responsibility for leading and implementing the changes. This can be related to the identified organisational level factor, i.e. overlapping of responsibilities. DQA (2013) puts prior responsibility on the leadership to ensure effective change and its management. Moreover DQA criteria covers all areas of an organisation which affect on organisational structures and systems such as strategy, people management, partnerships, process, products and services. Hence initiation and implementation of quality award helps in improving structures, systems and processes through structured quality excellence framework as a change management process.

Balogun (2001 and 2008) mentioned that organisational desired future state is encapsulated in a 'vision' which defines what the organisation is trying to achieve. The 'vision' acts as a powerful mechanism for communication and gives a target to aim for and the incentive and energy for change, however it is important to identify barriers to change including powerful stakeholders. DQA quality excellence framework also seeks for setting vision and mission of the organisation (DQA 2013) and setting strategies, related policies and processes through involvement of stakeholders. This scenario further reflects importance of quality award for such organisational change. Changing structures and systems can be related to the identified organisational factors such as building-in quality, strategy and priorities, excellence framework integration and coordination. Furthermore it also links with identified individual factors including commitment and participation, perceived benefits of excellence, system thinking for excellence.

### **iii. Changing the Organisational Climate:**

According to Balogun and Hailey (2008), changing the organisational climate is about changing the way people relate to each other in an organisation and the management style. In people relationship, diversity management of workforce plays a significant role. Diversity is the degree of diversity among the staff groups who need to undertake change. Divisions and departments, for example sales and R&D, may have different sub cultures. Divisional cultures may also be affected by national cultures. Quality award criteria (DQA, 2013) requires from organisations to focus on people management, respect and embrace the diversity of their people and gauge their perception in order to judge satisfaction level and understand concerns. DQA (2013) criteria mentions that excellent organisations establish shared values, promote culture of trust, fairness and equal opportunity which are important for positive organisational change. Balogun and Hailey (2008) further mentioned that organisations also need to support middle managers by providing them with training in change management, managing diversity and the interpersonal skills that they will need to facilitate change within their teams.

Another important point for changing the organisational climate is a management style. This is the management style of the implementation. There is a continuum of styles, from highly collaborative to participative, directive, and then coercive. There are no prescriptions. Top-down change can still be collaborative or participative. Above discussion reflects linkage with some identified organisational factors such as managing diversity and coordination. It also indicate few identified individual factors including leadership style, training and over-enthusiasm.

## 6.2 Motives for Implementing Quality Excellence Framework

Both cases study organisations intended to implement Quality Excellence framework in their respective organisations to fulfil criteria of Dubai Quality Award. The findings of this research have highlighted number of reasons for the intention to implement quality excellence framework in both case study organisations.

The first reason highlighted by the interviewees was to establish continuous improvements a routine practice believing quality excellence framework works as holistic model and touches every pulse of the organisation that contributes to the business. The interviewees in cases study organisations mentioned their satisfaction for holistic view and system thinking perspective of excellence model for continuous improvement and overall growth. Moreover, integrating total quality in day to day practices. According to Oakland (2003), TQM and quality excellence framework play important role for improving effectiveness of business as a whole. Additionally, Demirbag (2006) and Moosa (2010) mentioned TQM and quality framework are aimed at continuous improvement in all functions of organisations, so continuous improvement has been observed in every aspect of their organisational culture.

The second reason was stated as to operate the company on the principles of organisational excellence due to increased competition and to reflect organisation's quality superiority on competitors which relate with the context of Dubai. Ngware (2006) highlighted that TQM and related frameworks provide competitive advantage to the organisations. Soltani *et al.* (2008b), mentioned that effective implementation of TQM and excellence model framework improves competitiveness.

The third reason was mentioned as to improve strategic planning process of the organisation with inclusion of quality and excellence aspects rather focusing only on financial targets

and budgets as was reported by the interviewees. Interestingly, senior leaders from both cases study mentioned that the Excellence Model achievement was considered as one of the goal to achieve, however it was not set as a strategic objective. Generally structured approach for strategic planning for building-in quality and based on excellence framework was felt lacking. Evan and Lindsay (2005) emphasised the importance of 'building in' quality perspective in an organisation's strategic planning process. This has been further advocated by Davies (2008) who linked success of integration through using the excellence model as part of the strategic planning process.

The fourth reason was highlighted as to improve customer focus and satisfaction. It was observed that during peak seasons, the over-enthusiastic attitude in particular for business critical decisions often compromises on customer service level and affect adversely on their satisfaction, therefore rational framework was needed for fact-based decision making and measuring and improving customer satisfaction. Besterfield (2011) has highlighted increased customer satisfaction as one of the benefits of implementing quality excellence framework.

The fifth reason revealed by both case study organisations was that the Dubai Quality Award has a backing of the Government of Dubai (see Chapter-1, 1.2.2 and Chapter-2, 2.7.4) and the award is conferred by the ruler of Dubai every year to award winning organisation, so getting this award from the ruler himself will enhance image, provide huge publicity and marketing edge. Therefore, Top management continued push for winning Dubai Quality Award actually forced the senior management to get the assignment done on time and as per project plan. Though this reason has been highlighted by both the cases study organisations, however it has not been reflected in the literature to the best of the researcher's knowledge and can be regarded as unique.

Another reason for implementing TQM and quality excellence framework is to accomplish cost reduction as highlighted one of the benefits in the literature (Bayazit and Karpak, 2007; Claver *et al*, 2003), however interviewees from both case study organisations were not able to mention it. This reflected whether the interviewees were not knowledgeable about excellence model application and its impact on cost reduction or thought winning the award will be used to strengthen brand image. A study carried out by Hendricks and Singhal (2001) has highlighted that strengthening the brand image is achieved by organisations implemented quality excellence framework.

To conclude, interviewees from both case study organisations noted that senior management of their respective organisation understood the importance and need for the implementation of quality excellence framework and its benefits for the organisation and the business growth. Knowing the reasons of implementing quality excellence framework and keeping an eye on the factors affecting implementation of excellence at senior management level in respective organisation were critical for the organisation's journey towards excellence. Such focus aimed for continuous improvement through quality excellence framework requirements and to improve commitment of all concerned.

### **6.3 Building-in Quality (BIQ)**

The findings revealed that strategic planning process does exist within both case study organisations but quality perspective was not part of the strategic planning process before embarking on the excellence model. In the literature, many scholars linked success or failure of excellence program with the building in quality in an organisation strategic planning process and considered it critical organisational level factor (Davies, 2008; Hanson, 2003; Wali and Deshmukh, 2003).

Interviewees from Case Study A confirmed of exercising annual strategic planning process, however it's focus was revolving around profits and budgets preparation without any inclusion of quality aspects. Company and departmental objectives were set accordingly with appropriate manpower and budget allocation. There were no periodic interim reviews done on strategic plan. This situation is contrary to what the literature reflected, for instance Evan and Lindsay (2005) concluded that strategic business planning should be the driver for quality excellence throughout the organisation. Most of the respondents in Case Study A highlighted that the situation was realized by the senior management while excellence model implementation started. So the strategic planning process was refined in which quality and excellence aspects became essential part of the process and frequency of interim reviews was fixed as quarterly. The researcher was able to go through two strategic planning documents and relevant records in both Case Study organisations to confirm it is organisational level factors and ensured building-in quality.

Unstructured yearly strategic planning process was in place as reported by many interviewees in the Case Study B. In view of Dubai context, fierce competition compelled the board of directors and the senior management for implementation of Dubai Quality Award criteria. Therefore, strategic planning process was formalised with building-in quality in line with the Dubai Quality Award model. This was then cascaded to departments and to staff at large through strategy deployment sessions which impacted staff motivation positively. This is supported by Arasli (2002), Mosadeg Rad (2005) and Osseo-Asare and Longbottom (2002) who concluded, incorrect planning and lack of built-in quality in routine strategic planning process are major barriers for the success of TQM initiatives and will cause de-motivation and dissatisfaction of employees to contribute fully in organisation's development.

It is concluded that senior management should built-in quality excellence framework aspects in the annual strategic planning process in order to reap real benefits of quality excellence framework such as competitive advantage on quality products and services, maintaining

employees motivation and achieving customer satisfaction. As such building-in quality should be considered as most critical organisational level factor. Systematic strategy deployment sessions by the senior management would be advantageous to reinforce direction and to enhance staff satisfaction. It is also recommended that appropriate structured reviews should be carried out by the senior management not only to review strategy and relevant objectives but also overall strategic planning process in order to keep it robust and adequate.

#### **6.4 Strategy and Priorities (STP)**

Most respondents from both case study organisations revealed un-availability of formal strategic planning process incorporating quality parameters and in line with Dubai Quality Award criteria requirements. Prior to Dubai Quality Award implementation, budgeting and performance objectives were considered as strategy planning process. They believed this phenomenon as normal in the context of Dubai. Many interviewees in both cases study further agreed that this scenario often caused unclear strategy and conflicting priorities among senior management team. In the literature, many authors such as Bauer, Falshaw and Oakland (2005), Evan and Lindsay (2005) stated, not building in quality in organisations' strategic planning process can cause an unclear strategy and conflicting management priorities affecting the implementation of excellence model. Greasley (2008) supported it stating, unclear strategy will create conflicting priorities and thus employees will not enjoy sufficient flexibility and freedom of work.

Both case study organisations confirmed that Dubai Quality Award implementation refined their strategic planning process which moved from mere budgeting and performance measurement process to sound and integrated approach. To set a unity of purpose and to satisfy DQA excellence model criterion, both case study organisations decided to have

annual strategic planning cycle and established comprehensive four steps approach for strategy planning including:

- i- Gathering external information;
- ii- Gathering internal information and data;
- iii- Strategy development, deployment and review mechanism; and
- iv- Strategy communication mechanism (to internal and external stakeholders)

Most interviewees in both case study organisations further confirmed that the refined strategic planning approach was then deployed and communicated throughout the organisation. The approach was assessed and reviewed periodically for continued suitability from the business perspective. Supporting this, Siddiqui and Rehman (2006) mentioned that three elements are critical for successful TQM / excellence model applications and to avoid conflicting management priorities including (i) setting strategic vision and communicating this to all employees, (ii) applying high standards of quality measurements and (iii) promoting a culture of continuous improvement. In the same line, Omanchonu and Ross, (2004) stated, due to an unclear strategy, its improper communication and conflicting priorities, the top management's vision, plans and objectives can lose clarity and momentum. In both case study organisations, the researcher was able to see the strategy document developed on refined approach of strategic planning with communication records and observed strategy and related priorities as organisational level factor.

Unclear strategy due to frequent changes in strategy was considered a reason for conflicting management priorities as highlighted by most respondents in Case Study B. This phenomenon existed prior implementation of Dubai Quality Award criteria. Conflicting priorities of management was affecting long term positive performance trend and made decision making difficult. Many interviewees in Case Study B agreed that sound and integrated strategic planning approach overcame this issue which was further strengthened



through periodic management review meetings convened for assessment of the strategic planning approach.

In conclusion, unclear strategy and frequent changes in strategy will create conflicting management priorities which will cause confusion for achieving organisational objectives, long term growth and hinder quality excellence framework implementation. Senior management should consider strategy and related priorities as organisational level factor and regularly review existing strategic planning process and / or develop sound and integrated approach in line with the quality excellence framework criteria. Regular communication of the strategy and periodic assessment of the strategic planning process should be exercised in order to sustain clarity of direction and to avoid conflicting priorities. Periodic management review and / or strategic review by the senior management need to be considered.

## **6.5 Excellence Framework Integration (EFI)**

The issue of integrating Quality excellence framework into organisational practices is considered one of the critical factor for successful implementation of the framework as discussed by many authors in the literature such as Beer (2003), Davies (2008), Evan and Lindsay (2005), Lau and Anderson (1997), Mary and Harrington (2002) and Moosa (2010). Davies (2008) concluded his research highlighting that integration of the EFQM Excellence Model into the organisation was an essential element in effective implementation with other elements such as gaining senior management commitment, demonstrating senior management commitment and their education and training. Moosa (2010) indicated excellence framework as organisational issue and brought to light the issue related to senior managers about lack of alignment between components of the organisation's system and TQM, so TQM cannot be real if not integrated with other management systems and counted as a part of the organisational practices and culture. Willis and Taylor (1999) stated that the TQM philosophy and principles need to be incorporated in the routine administrative and

management practices. In this research, it is noted through literature and highlighted by the Case Studies that implementation of excellence framework is not fruitful if not integrated and incorporated in routine and daily management and functional practices and processes across the organisation.

The research findings noted that many of the respondents in both case study organisations were not familiar of how to integrate Dubai Quality Award requirements in their day to day practices. Infact various department heads faced difficulty to integrate existing day to day practices and methods with the excellence model criteria. Therefore, ambiguities emerged during the implementation of the excellence model which became barrier initially for integrating daily processes with the excellence model criteria. This has been supported by Davies (2008) who emphasised on integration of excellence model into the organisation and according to him, many quality management programmes failed because there was a lack of integration between these and other functions of the firm, and so they were seen as independent and isolated.

Another reason noted was, both the case study organisations were ISO 9001 Quality Management System certified which require certain documentation, records and supporting information, therefore many of the senior management felt these sufficient for integrating excellence model criteria. Some thought they might require few more documents and then the integration would be done and it would be easy to achieve the quality award. It was also observed that some of the senior management members did not want to disturb their routine practices. Humbrstad (2008) emphasized that senior management needs to encourage employees to make decisions including quality related in their day to day activities, so that quality and excellence requirements are integrated in their day to day practices. Willis and Taylor (1999) concluded that the TQM philosophy needs to be incorporated in the routine administrative and management practices of the organisations.

Case study A reported that periodic cross functional meetings ensured functional alignment and improved communication among different departments due to integrating excellence model requirements in to daily practices. Furthermore, most of the respondents from Case Study A revealed about non-measurement of results criterion parts of the excellence model such as trends, data analysis, stakeholder perception surveys. This situation is generally observed among organisations in the Dubai context. Chin (2002) and Mehra (2001) concluded that factual information, trends, customer complaints and stakeholders perception surveys should be measured to gauge effectiveness of TQM programs.

Top management of Case Study B decided to carry out periodic review of all processes comprehensively. Responsibility was assigned to criterion owner teams to highlight missing points. Actions were taken on the missing points and integrated into the daily management practices. Most of the respondents agreed that internal review mechanism was established and third party assessments were proven catalyst to reinforce and strengthen the quality excellence framework integration in routine practices.

It is concluded that senior management in both case study organisations was realizing the importance of integrating quality excellence framework requirements in the daily organisational practices considering it organisational level factor, however many of them were not fully familiarized how to implement such integration may be due to lack of their involvement in earlier quality initiatives. Such familiarization is recommended for the senior management. Furthermore, ISO 9001 quality management system should be considered as a bedrock for integrating quality excellence framework within the organisation, however various other tools, techniques and practices need to be adopted and relying only on ISO 9001 will not be sufficient. Periodic structured cross functional meetings, internal reviews by senior management, third party assessments and regular measurements of stakeholder perception, trends monitoring vis-a-vis targets and data analysis will help to foster quality excellence framework integration in to the organisation's practices.

## **6.6 Business Issues (BUI)**

In the literature, many scholars such as Angell (2009), Kwai Sang (2002) and Mann (2010) argued that TQM and quality excellence programs are not very successful because of loss of top management's interest due to more pressing business issues and lack of time to devote to business excellence program. The research findings confirmed this issue in both Case Study organisations reflecting it organisational level factor. Both Cases Study reported that business focus and growth, economy of scale and revenue generation were always having first priority despite top management decision to apply for Dubai Quality Award. Achievement of yearly performance objectives always got precedence due to their linkage with annual salary increase. Therefore, whenever any pressing business issue popped up affecting achievement of the objectives, senior management considered it of highest priority and focused on it rather devoting time for excellence model criteria implementation in relevant departments. Though some interviewees in Case Study A mentioned that once they learned about the excellence model, they were able to manage and devote time.

Many interviewees in Case Study B revealed that pressing business issues were priority in particular in peak business season. Senior management was comfortable and satisfied with high revenue generation, therefore their focus was often drifted from excellence model implementation. Regular meetings, customer interactions, employees' management and operational parameters were reasons for lack of sparing time for promoting and reinforcing excellence model application during peak season. Infact Dubai Quality Award excellence model criteria was considered additional workload during peak season. Due to pressure of work for completing day-to-day tasks, diverse moods of senior management and other employees were affecting team work. Sarvan and Anafarta (2005) supported it mentioning that increased work load or extra work in the name of continuous improvement will not be welcomed by the staff and their interest will be lost for those continuous improvement and quality programs. This is further concluded by Demirbag (2006) who stated that when senior management is not able to devote time for TQM and excellence initiatives due to more

pressing business issues, then often proper reward and recognition mechanism for Quality initiatives are either not established or not effectively utilised which affects people's involvement in such programs. In the same connection, Mosadegh Rad (2005) highlighted, if senior management's interest for TQM and excellence programs is not seen by the employees, then their motivation is also reduced and in fact will change into resistance because employees then consider the TQM initiatives as 'controlling' rather than empowering.

Interestingly, respondents from Case Study B revealed that Dubai Quality Award criteria implementation and winning the award was not set as strategic objective in the beginning, therefore many members of senior management considered it as smaller part of overall strategic objective. This was another perspective that reduced senior management focus and devotion for allocating time. Later this misunderstanding was diminished through highlighting it as a strategic objective and conduct of regular review meetings by the top management. Such regular review meetings improved focus on excellence criteria implementation, avoided distractions, helped in creating balance among daily work and time management even in business pressure times. The researcher was able to go through minutes of few review meetings and also attended a review meeting as an observer.

To conclude, it is recommended that business issues should be considered as organisational level factor. To overcome adverse business issues, quality excellence framework implementation should be set as one of the strategic objectives and linked with or part of performance objectives. Senior management team needs to be communicated accordingly, responsibilities are assigned and systematic deployment plan is developed. Senior management should review the implementation status and re-plan if needed before the peak business season. It is further recommended that notion of extra or additional work load in case of excellence criteria implementation should be avoided and preferably link it with recognition mechanism. Regular structured progress review meetings in particular during

peak business times should be convened and training on time management and how to maintain work-life balance need to be conducted.

## **6.7 Management and Change (MNC)**

The research findings revealed that senior management reaction to changes very much depends upon the existence and application of change management methodology, anticipating changes and relevant benefits, fear of change impact on performance and mind set of continuous improvement. Smith (2005) supported it highlighting successful implementation of TQM and excellence models require the organisation and senior management's readiness for change of which they are sometimes afraid off. Many authors argued that senior management non-proactive behaviour towards quality excellence framework implementation may be due to fear of change and lack of a clear 'change' vision because of their inability to visualise the change and its short and long term impact, fear due to previous experiences and business pressures (Angell, 2009; Dahlgaard and Kanji, 1995; Huq, 2005; Marco Nova, 2000). Case Study A confirmed that at certain times, senior management felt that why changes were needed as they were only applying for quality award and once it would be achieved, excellence model implementation would over. Some interviewees considered that there will be some cosmetic changes and would not impact on routine operations. Many respondents in Case Study A considered management and change as organisational level factor. They believed it was fear of changes that would impact their productivity level and hence performance would go down which will ultimately affect on achieving their objectives and annual increments. Even though knowing that the excellence model could bring numerous improvements, many of the senior staff were reluctant to change due to not visualising improved performance and results. Smith (2005) stated that for any organisational level change and in particular for excellence programs, senior management needs to act as a change agent thus showing their ongoing commitment to change, however this would be difficult if leadership does not have the clarity of change vision and is afraid of the impact of changes. Case Study A further reported that in early

stages of excellence model implementation, some members of the senior management faced an issue of clarity of changes for continuous improvement and achieving end results. This issue was overcome after communicating the current strengths and areas for improvement identified through self-assessment exercise, change plan was thus introduced for areas for improvements and training was done. Bhat and Rajashekhar (2009) through their empirical study concluded that fear and resistance to change can be overcome through change planning and planned and relevant training.

Interestingly, the research findings revealed that Case Study B did not face major changes due to Dubai Quality Award and thus was not felt fear of change. Respondents in Case Study B stated that structured change management methodology was exercised by all departments covering strategic changes, procedural changes, operational changes and others. Change management committee was having overall responsibility for change management whereas department heads were responsible for respective departmental changes and continuous improvement. Trainings on change management, continuous improvement through quality teams, problem solving and effective communication were regular phenomenon. Most of the interviewees in Case Study B believed that organisational culture towards changes was already conducive, thus implementation of Dubai Quality Award criteria and relevant changes were considered normal and fear of change and lack of clear change vision were not observed. Mosadegh (2005) and Weeks (1995) concluded that senior management ability to change organisational culture, flexibility of organisational culture towards quality changes, reduction in fear of change and clarity of change vision are major enablers for successful implementation of TQM and excellence framework initiatives.

It is concluded that senior management's fear of change and lack of clarity in change vision will act as barrier to successful implementation of quality excellence framework. Contrary, organisational culture towards changes and continuous improvement, application of structured change management methodology, accountability level of senior management in change management, reinforcing culture of quality and excellence and regular trainings will

operate as enablers for quality initiatives and excellence programs. It is recommended that senior management should consider it organisational level factor and establish, implement and sustain structured change management mechanism with clear responsibilities and introduce recognition system for rewarding business critical changes.

## **6.8 Overlapping of Responsibilities (OOR)**

In the literature, authors such as Thiagarajan and Zairi (2001) believed that over-lapping of senior management responsibilities is organisational level factor and one of the main hurdle for the successful quality excellence framework implementation. Research findings in Case Study A confirmed this aspect of literature as most of the interviewees revealed overlapping of senior management responsibilities which were highlighted during the implementation of Dubai Quality Award criteria. Such overlapping of responsibilities caused delays in completing the assigned tasks related to excellence model implementation as most of the senior management team members considered these tasks are related to others. This is supported by Mellahi and Eyuboglu (2001) who concluded, it becomes difficult for an employee to follow if they observe overlapping of some responsibilities at the senior management level because they in turn are not able to follow the management hierarchy properly. In the same lines, Mani (2003) and Mosadegh Rad (2006) emphasised that unfairness in work environment and overlapping of responsibilities will create a problem of employee dissatisfaction and spoil their work attitude. Some interviewees revealed that due to overlapping of responsibilities, issue of empowerment and putting responsibility on others were common. Kumar and Sankaran (2007) and Samat (2006) have supported this concern stating, overlapping of senior management responsibilities may cause the problem of empowerment among senior management and shifting responsibility on others, hence the chances of unclear vision are enhanced.



Reason for overlapping of responsibilities was mentioned by one of the interviewee in Case Study A who stated that the organisation was on growth path and no one had time to review the job descriptions time to time to ensure no duplication occurs in roles. All respondents in Case Study A confirmed that the issue of overlapped responsibilities was addressed during implementation of Dubai Quality Award criteria considering it important for the organisation. Comprehensive review was performed on the organisation structure, hierarchy levels, number of departments and their positions, roles and responsibilities and corresponding job descriptions. Through this detailed review, organisation chart was refined and relevant job descriptions were amended to reflect the actual responsibilities removing overlapping of tasks. Most of the interviewees in Case Study A agreed about clarity in roles and responsibilities and minimised ambiguities not only for excellence criteria implementation but also for their routine job. The researcher was having privilege to view organisation charts and revised job descriptions.

Interestingly, overlapping of senior management responsibilities was not considered an issue in Case Study B as stated by most of the respondents. Reasons highlighted were, having well-articulated vision and mission, clear organisation's structure, satisfaction of senior management with organisation structure and availability of specific job responsibilities for each position reflecting clear job accountabilities, responsibilities and competencies. Senior management ensured there was no overlapping of responsibilities unless realistically needed. Some of the interviewees in Case Study B highlighted sharing of few responsibilities due to inter-connected nature of the excellence model and its criterion parts. In this connection, on certain occasions of Dubai Quality Award implementation, duplicate record keeping and obtaining information by different people and many times from same source were realised. These were however exercised to satisfy the excellence model criteria requirements rather having overlapping of responsibilities. Many respondents from Case Study B agreed, this coordination increased team work and communication between departments. In the literature, many authors such as Bauer (2005), Claver (2003), Falshaw and Oakland (2005) linked achievement of organisation's vision, success of quality excellence framework

implementation and continuous improvement with the clarity of organisational structure and avoiding mixing of senior management responsibilities.

The other aspect in the literature considers senior management's length of service as one of the enabler for successful implementation of excellence program. In this context, Soltani (2008a) stated that if in case the mobility of senior management level positions is high, such that the senior management is not retained for long enough to understand the organisation's culture and part of the TQM programs, may cause the failure of TQM initiatives, excellence programs and overlapping of responsibilities. Interestingly, this facet was not indicated by both Case Study organisations as respondents confirmed this was not an issue for them, Some interviewees however mentioned about heard this problem with few other Dubai based organisations.

Based on above discussion, it can be seen that both case study organisations and the literature confirm importance of clarity of organisation's structure and non-overlapping of senior management responsibilities for the successful implementation of quality excellence framework. This indicates importance of over-lapping of responsibilities as organisational level factor. It is recommended that while initiating or as a part of implementation of excellence criteria, relevant senior management should review organisation structure, roles and responsibilities and job descriptions to avoid overlapping and delays on implementation. It is emphasised that review of organisation's structure and corresponding roles should be on-going practice. It should also be kept in mind that some sharing of responsibilities may occur during implementation of quality excellence framework due to inter-connected nature of the excellence models and respective criteria which can bolster teamwork and communication as highlighted by the respondents from Case Study B. This view is in line with Deming's (1986) 14 points which included the need to break down barriers between departments. As indicated in the literature, senior management length of association with the organisation plays a role for successful implementation of excellence framework, so talent management and retention policy should be applied.

## **6.9 Coordination (CDN)**

The research findings from Case Study A revealed an issue of poor coordination among senior management at the initial stages of Dubai Quality Award criteria Implementation affecting at organisational level. Main reasons for this concern reported by some respondents in Case Study A were differences in priorities, varied performance objectives and weak understanding of excellence model. Some other interviewees stated reasons including difference of opinion regarding implementation methodology, devoting time and reluctant to involve their staff. These reasons caused delay in decision making during excellence model criteria application. This issue has been discussed in the literature by Beer (2003), Deming (1986) and Moosa (2010) who agreed that poor coordination among senior management will cause various problems and issues for achieving organisational goals, in general and quality excellence framework implementation in particular. Another pertinent indication in the literature is from Wosik (2009) who highlighted that poor coordination and communication can cause various problems and issues among senior management with respect to the quality management system of the organisation. Many interviewees in Case Study A confirmed that issue of poor coordination was resolved by increasing frequency of management review meetings from monthly to weekly during the Dubai Quality Award implementation period where each senior management team member presented progress on assigned criterion parts. Furthermore, fortnightly cross-functional meetings improved coordination, communication and cooperation of all departments on operational and excellence model implementation issues. This has been supported in the literature by Abdullah (2008) and Baidoun (2003) who stated that senior management coordination can be reinforced by enhancing their quality skills, assigning quality related tasks and empowering them. Another relatable indication in the literature is from Mosadegh Rad (2005) who emphasised that teamwork and cross functional coordination among senior management, middle management and shop-floor staff is crucial for successful implementation of TQM and excellence related activities.

The research findings from Case Study B disclosed that senior management coordination issue was not observed during Dubai Quality Award implementation as confirmed by most of the interviewees in Case Study B. Reasons stated were, regular emphasis on team work since board of directors decision to apply for Dubai Quality Award, personal involvement of senior management in implementation process from begin to end, initiation of various levels meetings such as monthly progress review meeting, department heads periodic departmental meetings, assigned criterion owners team meeting, overall excellence model criteria update meeting. Many interviewees agreed that these meetings helped the senior management to understand real situation and each other's position which enhanced their coordination. One concern reported by some of the respondents from Case Study B, was maintaining coordination and communication among senior management team for which relevant training on team work and effective communication skills was organised. Furthermore, various communication channels such as meetings, formal communication sessions, intranet, emails, walk-in discussions ensured effective communication. Demirbag (2006) has supported it in the literature through his study which concluded, good employee relations, effective communication, improved coordination and teamwork are among most critical requirements for successful implementation of Quality programs.

During the field work, the researcher had an opportunity to attend few meetings in both case study organisations to observe himself about coordination level among senior management. Furthermore, the researcher was able to access documentation related to structured meetings process and minutes of few meetings from archival records in order to understand coordination and communication level.

It is concluded that people in Case Study A faced an issue of poor coordination among senior management considering it organisational factor, however this concern was not observed by respondents of Case Study B. To develop, improve and maintain coordination, senior management needs to encourage team work and effective communication since a decision is taken to implement quality excellence framework and applying for relevant

quality award. It is recommended that senior management should support and promote structured departmental and cross functional meetings, organise trainings on team work and effective communication skills, obtain and analyse employees perception on teamwork, communication and coordination.

#### **6.10 Commitment and Participation (CAP)**

Senior Management commitment and visible participation is revealed as one of the key success factors for successful implementation of quality excellence framework. In the literature, various scholars agree that the lack of leadership commitment and their attitude towards quality and visible participation for quality culture change' create major hindrance for implementation of the excellence model (Besterfield, 2011; Davies, 2008; Juran, 2010; Mann, 2010; Moosa, 2010). It is reflected that when commitment of senior management increases, overall excellence increases as well. This was appeared as true in the Dubai context as well, as highlighted by the interviewees from both the case study organisations. In the beginning of the excellence journey, commitment of department heads was lacking except the CEO who took the decision to proceed for Dubai Quality Award. The commitment of the senior management was gained by making them responsible for certain tasks and involving them in each stage of the Dubai Quality Award process from planning through monitoring of implementation. This then, not only made them committed but also enhanced their involvement and visible participation.

In the literature, role of senior management is emphasised as crucial in establishing a TQM and excellence culture, however there is no particular consensus on the specific definition of organisational quality culture appeared. Sometimes, culture is mentioned as a "way of working" or as "shared values" or as combination of "way of working" and "shared values" (Besterfield, 2011; Evan and Lindsay, 2005; Moosa, 2010). During the field work, interviewees from both cases study agreed that quality culture is essential for quality

excellence framework implementation, however they did not mention specific definition for quality culture which they were applying for having common understanding. This concern could not motivate the senior management initially and they were even reluctant to allocate departmental representative to accomplish the assigned tasks. However regular progress review meetings chaired by the top management, obtaining monthly departmental and quarterly performance reports to monitor the implementation progress proved to be a catalyst for enhancing commitment of the senior management. During the fieldwork, the researcher was not only able to observe meetings but also viewed minutes of the different meetings.

According to Soltani (2008a), lack of management commitment and their total participation will result in lower motivation and work force resistance. Case Study B was facing fierce competition and wanted to have competitive advantage. While the top management took the decision of applying for Dubai Quality Award, however, there was delay in assigning responsibilities after taking the first decision to implement excellence model which resulted in dragging the process, reduced commitment of senior management and their participation in respective meetings. Many department heads wanted to see few success stories where excellence model had brought tangible benefits, enhanced image and competitive advantage. The situation was managed when the General Manager showed continued support, enforced criterion champions, assigned clear responsibility and made senior management attendance mandatory in quality award related progress meetings. Moreover, one to one meetings were considered extremely useful among senior management. Such tasks kept the senior management involved and kept them motivated for implementing quality excellence framework criteria.

From the above discussion, it can be appreciated that there is an agreement among the scholars and the cases study organisations that commitment of every individual member of senior management and their visible participation for quality initiatives is most vital success factor. So it should be considered as enabler for the success of TQM / quality excellence

framework to avoid it acting as a barrier if senior management commitment and visible participation is lacking. To develop and sustain senior management commitment and visible participation, organisations should establish long-term strategic plan for organisational excellence assigning roles for each of senior management member. It is important to note that once decision is taken by the top management for implementing quality excellence framework, then delay in assigning responsibilities and not making senior management team accountable will hinder the progress. Furthermore, while establishing quality culture through implementation of quality excellence framework, the organisation should develop suitable definition of quality culture in specific organisational external and internal context in order to strengthen unity of purpose with common understanding. Regular progress review meetings, one to one meetings of senior management, periodic performance reports on quality excellence framework implementation, enforcement of criterion champions should be adopted in order to keep senior management involved and to reflect their participation.

#### **6.11 Perceived Benefits of Excellence (PBE)**

All respondents within both case study organisations highlighted that at the beginning of implementing the excellence model criteria, clarity on excellence as a concept was varying within the leadership team. Many of the senior management considered that Dubai Quality Award as a quality excellence framework is another initiative to increase the revenue. Some members of the senior management thought it's an additional documentation exercise, even some compared it with the ISO 9001 quality management system and argued when we have ISO 9001, why we should apply for quality award. All interviewees from both case study organisations reflected that at the start of Dubai Quality Award implementation, not all senior management team members were able to envisage and perceive expected benefits of the excellence program. Besterfield (2011) and Mann (2010) have revealed that lack of leadership understanding about excellence model, perceived benefits stemming from the quality excellence framework and ability to use relevant tools will adversely affect real implementation and thus hinder achieving actual benefits of excellence program.

Somerville (2006) considered customer focus and satisfaction as the most important benefits of the business excellence program. This is true in the Dubai context as well, as respondents from Case Study A believed, winning the award will be an additional point to convince our customers, while Case Study B highlighted, as we were facing intense competition, we kept customer satisfaction as a main benefit which we wanted to achieve from the Dubai Quality Award program.

Most of the respondents from Case Study B mentioned that initially they were not able to spare time for reading and understanding the excellence model criteria and fundamental concepts built in the Dubai Quality Award model. Therefore, they were not able to motivate and involve their respective departmental staff in excellence model initiatives for quite some time. This is supported by the Weeks (1995), who concluded that each member of senior management team should understand the excellence program and needs to be convinced that organisational improvement through the TQM programs requires staff motivation. Many interviewees from Case Study B agreed that the situation was improved as we progressed with time.

Few interviewees from the Case Study A indicated that technical people such as maintenance were bit late to understand the excellence program and its benefits as compared to the business staff. Moreover, some departments were considering impact of excellence program on their specific function rather visualising them from the company perspective. Regular meetings and awareness sessions conveyed holistic perspective of the excellence model and improved understanding.

The research findings from the Case Study B revealed that it used benchmarking with other award winners in order to improve understanding of senior management with respect to potential benefits of implementing Dubai Quality Award criteria. For this purpose,



benchmarking methodology was adopted and relevant senior management were trained. It was noted that focus remained on adopting proper benchmarking practice rather using it as site-scene activity. The researcher was able to view the benchmarking methodology with relevant forms and contacted many senior management members to know effectiveness of the benchmarking practice. All respondents from the Case Study B agreed that structured benchmarking visits certainly dramatically improved realisation of the excellence model on the business growth. This has been supported by Zairi (2005), who argued that benchmarking is powerful performance improvement effort for processes, business units and for entire corporations.

From the above discussion, it is concluded that all the respondents were in agreement about importance of senior management understanding regarding quality excellence framework for which they are embarking and with main benefits of it. It is recommended that organisations with respective senior management should envisage and communicate benefits stemming from relevant quality excellence framework at the time of initiation. Furthermore, every individual member of senior management needs to create an environment where all staff i.e. technical or non-technical or administrative have common understanding about the excellence and holistic view of the quality excellence framework either through formal awareness sessions, expert talks and / or meetings. In addition, structured benchmarking methodology is recommended with other award winner organisations to learn from them, however caution should be taken that benchmarking is not used as site-scene activity.

## **6.12 Training (TRG)**

Senior management knowledge about the strategic and holistic view of quality and excellence through comprehensive quality improvement education program is another crucial component for the successful implementation of quality excellence framework as

regarded by many authors such as Davies (2008), Dhalgaard and Kanji (1995), Evan and Lindsay (2005), Moosa (2010).

Keeping in view Dubai context, organisations have paid great attention for senior management learning for such programs that impact on revenue generation. There has been less focus on the formal set of training and programs related to quality and excellence knowledge. The findings from both case study organisations highlighted that there was no comprehensive training program present for senior management to keep them updated with new knowledge in quality and excellence arenas and also to highlight strategic perspective of quality. Furthermore, many of the senior management members were considered competent enough, so not required formal training on quality and excellence. Case Study B revealed that their training department was conducting regular operational and soft skills related trainings based on training needs assessment from departments, however appropriate training and education of the senior management in the TQM, excellence process and holistic perspective of quality management was lacking. Both case study organisations confirmed that they conducted one hour to half day session for senior management in the beginning of excellence program, however this was not sufficient as proved through department heads attitude and varied understanding about the excellence program. This became clear during the progress review meetings due to difference of opinion and reaching a consensus with difficulty. Temponi (2006) highlighted that lack of top management knowledge and understanding of TQM principles and related frameworks is a critical barrier for successful implementation of any continuous improvement initiative.

Another concern observed in Case Study B due to lack of quality and excellence training of senior management was, department heads were not able to comprehend quality improvements from strategic perspective and organisation's growth which impacted on their commitment level as well. Therefore, they were not able to devote sufficient time initially and focused on their personal objectives and targets. Such unclear concepts were considered detrimental to the whole process of Dubai Quality Award winning. In the literature, many

authors such as Curry and Kadasah (2002) and Mosadegh Rad (2006) emphasized on formal training of senior management and leadership on strategic perspective of quality and excellence in order to enhance essential skills such as communication, problem-solving and attention to macro and micro view of quality.

Respondents from both Case Study organisations confirmed, as their excellence journey progressed, they identified the issue of senior management training on quality excellence framework. Top management decided to conduct comprehensive training session initially, followed by regular periodic sessions. The researcher was able to go through relevant training documentation and archival records. Such sessions were vital to enhance senior management mindset on strategic and operational aspects of quality excellence framework. Sarvan and Anafarta (2005) supported it reflecting, quality management initiatives and their implementation require knowledge-based leadership at each hierarchy level and this entails regular trainings and routine refresher courses.

Based on the above discussion, it is recommended that there should be formal training program for each member of senior management on quality excellence framework and its implementation. Keeping in view, training should be considered individual level factor and thus regular awareness and training sessions should be conducted for senior management either using internal and / or external resources, at the time of embarking on excellence framework. These sessions should cover both strategic and operational perspectives of the quality excellence framework in order to enhance senior management commitment, participation, knowledge and leadership role. It is further recommended to title such workshop as 'Organisational Excellence Workshop' covering relevant topics such as definition of excellence, principles, criteria, self-assessment methods, RADAR methodology in case of DQA / EFQM, scoring mechanism, assessment techniques, growth and improvement through excellence.

## **6.13 Leadership Style (LDS)**

### **6.13.1 How the context of Dubai plays a role in leadership style**

Senior management leadership style can act as a critical enabler or barrier for successful implementation of excellence and TQM requirements (Beer, 2003; Saravan and Anafarta, 2005). Many authors such as Beer (2003) and Deming (1986) mentioned that leadership style may be affected due to specific context and have recommended in the literature that the behaviour of management should be synchronised with the TQM philosophy and excellence program. As this research was carried out with specific context of Dubai, thus following concerns play a role in leadership style, i.e.

- Dubai Economic Growth and Competition
- Expatriate Population as Employees
- Government Backing for Excellence
- Leadership Style based on Organisation Nature

#### **i- Dubai Economic Growth and Competition**

Despite severe competition internally and externally, economic growth of Dubai has seen continuous improvement over the years as revealed by the report (Dubai 2015). Such growth and positive economic indicators reflect Dubai government continues backing for quality and excellence, coping with the regional competition, attracting and involving expat population for economic and industrial activities. Keeping in view the Dubai strategic plan (DSP) 2021 and active involvement of the private sector for continual economic growth, improving excellence in organisations and governmental departments are fundamental. Therefore, application of excellence practices to achieve and sustain the economic growth is crucial (Dubai Report, 2015). Therefore fierce focus on the economic growth and intense competition

change the mood of the organisations, in particular during peak business season. Stringent targets for management to achieve build pressure and thus impact on the leadership behaviours and style. In such situations, top down leadership style normally visible (DQA Assessment reports, 2010-2014).

## **ii- Expatriate Population as Employees**

According to the Dubai Statistics Centre, Dubai's total population stood at 2.27 million as of 2014, from which 89% accounted for expatriate population. Therefore, there is a realisation among authorities that instilling the performance excellence and achievement of Dubai strategic plan (DSP) require managing the diversity of workforce (The Dubai Report, 2015). Thus in view of the research context the researcher understands that the huge expatriate population of Dubai with diverse culture influence the leadership style. Expat employees need to undergo induction trainings to take them at par of other employees. Therefore at times top down leadership style is exercised, however collaborative leadership style is also observed to manage diversity. However there is no specific national culture observed to handle the employees both nationals and expatriate employees.

## **iii- Government Backing for Excellence**

Government of Dubai has highlighted that while Dubai is proud of its successes, however we are not going to be smashed by our successes and we will continue creating our future by competing for a place through quality and excellence (The Dubai Report, 2015). The researcher noticed this government backing for quality and excellence plays a role in influencing leadership style. Organisations apply for quality award become serious to win soften due to hard pressure from top management or board of directors and thus combination

leadership style is observed such as top-down to autocratic and from collaborative to participative.

#### **iv- Leadership Style based on Organisation Nature**

In organisations where authority and power are in one hand such as family owned business in Dubai, there peculiar leadership style is observed which varies from organisation to organisation (Zairi, 2006)

#### **6.13.2 Cases Study Discussion on Leadership Style**

The research findings noted that all the interviewees in both case study organisations agreed that different nationalities of senior management, varied cultural and educational backgrounds, religious beliefs, organisational culture and understanding regarding excellence model benefits affected on senior management leadership style, which in turn impacted on Dubai Quality Award implementation process. While such variation in leadership style was beneficial for mutual learning, however it exposed different and diverse leadership styles depending upon moods of senior management, peak and lean business seasons, stringent performance objectives, stretched targets for business growth and compulsion for winning quality award.

Respondents from both case study organisations confirmed leadership style as individual level factor and mentioned exercising top down leadership style mostly during Dubai Quality Award implementation in order to ensure assigned tasks are completed timely as per project plan. Regular communication was considered part of the top-down and participative style. Claver (2003), stated that it is a responsibility of senior management to ensure effective communication of quality commitment and goals, encourage people to implement

and execute changes. Some interviewees in Case Study A indicated, some time too top down leadership style turned into autocratic style which though kept employees focused on excellence model implementation, however caused disagreements between departments, resentments among staff and delay in certain tasks. Few interviewees from Case Study A also highlighted laid back leadership style of senior management considering they have sufficient time to complete excellence model implementation tasks. In the literature, many authors such as Beer (2003), Deming (1986) and Kumar and Sankaran (2007) supported it reflecting, too top down or too laissez faire i.e. laid back / casual leadership approach will actually hinder the effective implementation of TQM philosophy, excellence program and related activities. Reason mentioned for such leadership style by some senior management members in Case Study A was due to not having comprehensive training program for senior management on exercising effective leadership style.

Interestingly, respondents from Case Study B agreed that top down leadership was crucial for completion of Dubai Quality Award implementation. Some respondents also highlighted of using combination of top-down and bottom-up leadership time to time by the senior management. All interviewees of Case Study B confirmed that due to senior management personal involvement, laidback and casual leadership attitude was not observed. Ooi, Baker and Arumugan (2007) linked leadership style with rewards and recognition and highlighted that a leadership style through rewards and recognition mechanism will surely enhance employees' satisfaction and will enable them to contribute well for excellence program implementation completion of day to day jobs and to achieve organisational objectives. Interestingly, both case study organisations did not mention of linking senior management leadership style with reward and recognition mechanism during Dubai Quality Award implementation process.

Based on above, it is concluded that leadership style is individual level factor. Moreover, combination of top-down and bottom-up, collective and participative leadership style of senior management should be exercised for successful implementation of quality excellence

framework. Supporting it, Kumar and Sankaran (2007) concluded that successful implementation of the TQM and excellence program will need two requirements i.e. collectivist culture and an empowering and participative style of management. Senior management training program for effective leadership style is recommended. Management review or excellence committee should monitor autocratic style as well as laid back and casual leadership behaviour during excellence framework implementation in order to avoid delay of completing tasks. Furthermore, aligning leadership style with recognition mechanism should be considered atleast during quality excellence framework implementation time.

#### **6.14 Management Effectiveness (MEF)**

Too top down or too laid back/ casual leadership approach will establish an in-effective senior management team with respect to quality of direction, effectiveness and efficiency as agreed in the literature by various authors such as Beer (2003), Evan and Lindsay (2005) and Moosa (2010). They further concluded that effective implementation of any strategic change and managerial intent including TQM / excellence program require highly motivated, cohesive and effective senior management team.

Most of the respondents in Case Study A agreed that at the start of Dubai Quality Award initiative, they could not grasp excellence model and its implementation process, employees involvement and potential benefits. Reasons mentioned were lack of provision of senior management training on excellence model program, stringent and varying performance objectives and focus on achieving targets. Many interviewees from Case Study A indicated, above issues caused delayed team work at senior management level and relayed as ineffective management team with poor quality of direction, effectiveness and efficiency. It is supported by Ahmed and Yusof (2010) and Soltani (2003) who stated, effectiveness and efficiency of senior management can be observed through their commitment towards quality



programs, timely initiatives of providing leadership direction, participation during quality excellence framework implementation, required resources and employees' recognition. All interviewees from Case Study A claimed that excellence model was new subject for most of us in senior team, so natural learning curve process had to happen, therefore it took some time for us to learn. Once excellence model requirements and process of implementation were understood, cohesive team emerged and direction became clear, thus the organisation won Dubai Quality Award. in case study A, management effectiveness was considered as individual level factor.

Interestingly, Case Study B did not face an issue of in-effective senior management team neither at the start nor during the implementation of Dubai Quality Award framework as confirmed by all interviewees from Case Study B. Reasons mentioned were, personal involvement of board of directors, assignment of criterion owner teams led by member of senior management, detailed project plan with clear time lines and regular progress review meetings during implementation. Such arrangement enhanced effectiveness and efficiency of the top team and also improved quality of direction with defined goal of winning the quality award.

In the literature, Arumugan (2009) believed that stakeholders perceptions and self-assessment for business excellence award models, can be used to judge the level of effectiveness of senior management with respect to quality award requirements application and overall organisational performance. Both case study organisations used self-assessment method for identifying current strengths and areas for improvements with respect to Dubai Quality Award criteria and to indicate tentative score, however none of the case study organisation conducted the self-assessment to understand level of effectiveness of senior management team as confirmed by most of the respondents from both cases study.

Based on above discussion, it is concluded that management effectiveness is individual level factor because understanding of senior management about quality excellence framework, participation of senior management, assignment of criterion owners and criterion champions, clarity of project plan and regular progress review to gauge level of implementation will enhance senior management effectiveness and pro-activeness in the beginning and during implementation of quality excellence framework. It is recommended that feedback from stakeholders perception and outcome of self-assessment exercise should be used to monitor and enhance effectiveness of senior management in-particular for quality excellence framework implementation.

### **6.15 Over-Enthusiasm (OEM)**

All the interviewees in both case study organisations agreed that enthusiasm of senior management towards business growth, corresponding decisions and related performance objectives either act as enablers or barriers for the quality excellence framework implementation. Respondents from both cases study further agreed that over-enthusiasm of senior management team members for achieving more in shortest possible time was detrimental not only for excellence framework criteria implementation but also for the organisation, if continued. They felt it true for many organisations in Dubai. In the literature, various scholars such as Krishnaveni and Anitha (2006) and Greasley (2008) supported it by commenting on over-enthusiastic behaviour of senior management and stated, sometimes senior management wants to achieve more in the shortest possible time due to various business factors. However, these then may affect on the empowerment level, job satisfaction, higher level of motivation, quality of decisions by senior management and building the sense of ownership.

Respondents from Case Study A revealed positive growth trend of the organisation over the years which actually promoted enthusiasm of senior management to generate more revenue.

Angell (2009) and Moosa (2010) confirmed that positive growth over the years will create an over-enthusiastic top management who wants to do the maximum in shortest possible time. Most respondents in Case Study A believed that wish of earning more revenue soonest and in quickest ways compromised on few urgent decisions required proper analysis and collective wisdom. This increased work load and pressure on staff to perform faster which not only affected quality of products and services but also on customer satisfaction as number of customer complaints were increased. Many interviewees in Case Study A believed, this issue was settled through establishment of management review committee who looked after business critical decision related to financial, customers, employees, operations and society / community.

Most of the interviewees in Case Study B agreed that for continuous business growth, stringent business targets and stretched performance objectives were set for senior management which were not realistic at times. Despite this was highlighted, they still had to achieve them which forced the senior management to consider shortest method for maximum gain even quality of service suffered. Many respondents from Case Study B confirmed that their over-enthusiastic behaviour was multiplied during peak business season.

Respondents from both case study organisations believed that over-enthusiastic behaviour of senior management during implementation of Dubai Quality Award criteria can be considered at individual level as caused employees de-motivation in particular when efforts were not recognised due to no recognition system for Dubai Quality Award project. This is supported by Mosadegh Rad (2005) who stated that TQM and excellence programs require committed, motivated and trained work force, however, the attitude of over-enthusiastic senior management and leadership can be detrimental for TQM and excellence culture. Demirbag (2006) concluded, organisations need to establish a proper recognition mechanism for TQM and excellence initiatives to encourage employee participation, team work and involvement. All interviewees in both case study organisations agreed about aligning quality

excellence framework implementation efforts with performance measurement system and corresponding recognition scheme. This is supported by Arasli (2002) who concluded, quality related recognition scheme and performance measurement system will be effective for senior management and employees to take quality activities seriously.

Based on above discussion, it is concluded that unduly over-enthusiastic behaviour of senior management members during quality excellence framework implementation will be detrimental for achievement of potential business results. Every individual from senior management team should draw sensible line to cater needs of the organisation, achieving performance objectives and successful implementation of quality excellence framework. It is recommended that efforts should be put in for implementation of excellence model criteria and linked with performance measurement system and appropriate recognition scheme. Establishment of management review committee or quality award committee or quality steering committee consisting of senior management team members is recommended to oversee the implementation of quality excellence framework, motivation of employees involved and recognition of efforts.

#### **6.16 Focus and Quick Fixes (FQF)**

The field study in both case study organisations revealed that there is agreement among all senior management about their focus on revenue growth and quick fixes in the beginning and during the Dubai Quality Award implementation. Therefore all tasks having direct or indirect impact on earning high profits and relevant quick fixes got priority as compared to enhancing excellence mindset. Such quick fixes often over sight the quality of execution, compromising customer needs and overburdening employees. In the literature, many scholars such as Dahlgaard and Kanji (1995), Moosa (2010) and Thawani (2010) regarded leadership focus on quick fixes and satisfaction with it as a major road block for implementation of excellence.

In the context of Dubai, many respondents in both Case Study organisations believed that many organisations start their excellence journey enthusiastically anticipating quick returns, however when expectations are not met, senior management becomes frustrated and form a perception that investing in business excellence programs has little or no impact on business results and financial performance. This confirms the observation of Sakhthival and Rajendran (2005) and Thawani (2010) who reported that implementation of quality excellence frameworks and TQM practices take time and require sustained efforts to bear fruits. Senior management needs to be patient enough giving time to quality excellence framework implementation to let it mature sufficiently in order to gain expected benefits.

In Case Study B, it was found that in most cases, mind set of completing day to day job was prevailing instead of long term thinking and success. Reason was urgent nature of the business issues and achieving performance objectives and business targets. This was corroborated by various interviewees in Case Study A who confirmed this issue as well. Respondents from both Case study organisations considered focus and quick fixes as individual level factor. They further agreed that as the quality award implementation progressed, senior management realized that there were other serious business concerns rather than mere revenue growth, so they should be satisfied based on holistic growth rather focusing on quick fixes of the issues and tasks.

Quick fix issue was found in Case Study B where correction action was taken in case of customer complaints without identifying and rectifying the root cause of the problem. Apparently complaints were resolved without corrective and / or preventive actions. This caused high percentage of repeated complaints and customer dissatisfaction. In this connection, Mellahi and Eyuboglu (2001) stated that when leadership focus remains on the quick fixes for problem resolution rather than identifying and analysing the root cause, they then do not encourage people to diagnose quality problems and take appropriate corrective actions. This concern then becomes a road block for effective implementation of excellence programs. Case Study B overcame this issue through comprehensive company-wide

awareness highlighting importance of the customer criteria in the Dubai Quality Award model containing highest score. This awareness led the departments to improve the situation.

In conclusion, senior management needs to understand that excellence programs and their implementation are mind set change for many companies. Change of organisational culture and mind-set are time consuming and require great patience. There is no quick-fix formula for long term success. Senior Management team members should give ample time for implementation of quality excellence framework in order to achieve holistic and sustainable business growth. In certain cases, quick fixes and quick wins would be required, however these should not be norm rather sound and integrated approaches need to be adopted and applied. Focus should be on corrective action and / or preventive rather mere on corrections. These need to be communicated through awareness sessions and need to explain to the employees during meetings.

### **6.17 Managing Diversity (MDY)**

Beham and Straub (2012) highlighted that diversity management has recently attracted a lot of attention in both academia and practice. Globalisation, migration, demographic changes, low fertility rates, a scarce pool of qualified labor, and women entering the workforce in large scales have led to an increasingly heterogeneous workforce in the past twenty years. In response to those ongoing changes, organisations have started to create work environments which address the needs and respond to the opportunities of a diverse workforce. Patrick and Vincent (2012) mentioned, The concept of diversity includes acceptance and respect. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual. They further noticed that diversity is a set of conscious practices that involve understanding and appreciating interdependence of humanity, cultures, and the natural environment; practicing

mutual respect for qualities and experiences that are different from our own. Therefore workplace diversity refers to the variety of differences between people in an organization. That sounds simple, but diversity encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organisational function, education, background, and more. Diversity involves not only how people perceive themselves but also how they perceive others. Those perceptions affect their interactions.

Patrick and Vincent (2012) further revealed that diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximise their contributions to an organisation's strategic goals and objectives. They suggested that diversity has enhanced performance by broadening the group's perspectives. There is a strong empirical confirmation that successful diversity management and a resulting improvement in organisational performance are positively correlated. According to Kearney and Gebert (2009), due to demographic developments, greater mobility, increasingly globalised markets, and stiffer competition, as well as laws aimed at furthering fairness in hiring practices, organisational teams have become more and more diverse over the years with respect to educational background and demographic characteristics such as age and nationality. Although increasing diversity is an inevitable trend in today's organisations, its effects are not yet fully understood. Hence, more research is needed to examine when and how different types of diversity either benefit or impede team performance.

Kumar (2012) revealed that there are two structural principles that form the foundation for network perspectives. One principle focuses on dense patterns of local interaction as the basis for coordination and collective action. The other principle focuses on the bridges across global divisions as the basis for information transfer and learning. The biggest driver for higher level diversity strategy is the need to tap the creative, cultural, and communicative skills of a variety of employees and to use those skills to improve company policies, products, and customer experiences. Patrick and Vincent mentioned that diversity management intends

to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximise their contributions to an organisation's strategic goals and objectives. Diversity management ensures that all employees have the opportunity to maximise their potential and enhance their self-development and their contribution to the organisation. It recognizes that people from different backgrounds can bring fresh ideas and perceptions, which can make the way work is done more efficient and make products and services better. Managing diversity successfully will help organisations to nurture creativity and innovation and thereby to tap hidden capacity for growth and improved competitiveness. Moreover organisations should design and support organisational culture that maximises the benefits of diversity, and use that culture to manage various groups of organisational members, project teams, business start-up teams, customer service response teams, and top management.

According to Michelle (2014), diversity management refers to the voluntary organisational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organisational structures through deliberate policies and programs. She further emphasise that managing diversity has a dual focus: the first is enhancing social justice by creating an organisational environment in which no one is privileged or disadvantaged due to characteristics such as race or gender; the second is increasing productivity and profitability through organisational transformation. Ginger (1998) mentioned that the aim of diversity is to allow all individuals to contribute fully to the success of the organisation. Thus, integrating diversity and organisational change efforts can enhance the success of most types of organisational change such as application of excellence models. Patrick and Vincent (2012) found that discrimination was the most frequently encountered barrier for accepting workplace diversity. They mentioned that some of the strategies that lead to inclusiveness and can be practiced in organisations are systematic learning about cultural differences and the way business is conducted in the country. By implementing the following strategies, organisations can improve employees ability to work with diverse others with cultural differences from their own. Barriers related to managing diversity can be overcome by communicating effectively, working with diverse others, encouraging peers to be open in



discussing their personal opinions, and educating employees about differences. These strategies will increase awareness about workplace diversity. They concluded that Organisations with diverse employees are better suited to serve diverse external customers in an increasingly global market. Such organisations have a better understanding of the requirements of the legal, political, social, economic, and cultural environments.

Kelli (20115) concluded, a diverse workforce is a reflection of a changing world and marketplace. Diverse work teams bring high value to organisations. Respecting individual differences will benefit the workplace by creating a competitive edge and increasing work productivity. Diversity management benefits associates by creating a fair and safe environment where everyone has access to opportunities and challenges. Management tools in a diverse workforce should be used to educate everyone about diversity and its issues, including laws and regulations. Most workplaces are made up of diverse cultures, so organisations need to learn how to adapt to be successful. Negative attitudes and behaviors can be barriers to organisational diversity because they can harm working relationships and damage morale and work productivity. Another vital requirement when dealing with diversity is promoting a safe place for associates to communicate. Social gatherings and business meetings, where every member must listen and have the chance to speak, are good ways to create dialogues. Managers should implement policies such as mentoring programs to provide associates access to information and opportunities. Also, associates should never be denied necessary, constructive, critical feedback for learning about mistakes and successes.

#### **6.17.1 How has the context of Dubai influenced the emergence of "Managing Diversity"**

Dubai possesses large number of expatriate population from different countries working here in addition to the local population. Therefore most of the Dubai companies are

consisting of diverse workforce. In the industry, diversity can range from minimum two nationalities in small company to over 100 nationalities in the large / flagship companies (Dubai Report, 2015). The companies having more diversified workforce need to focus more on the issues related to diverse workforce as these can be detrimental for implementing any program or framework. Furthermore, intense business competition in Dubai compels the organisations to take serious look on diversity management of their workforce. Government of Dubai's backing of quality excellence framework in the Dubai companies for continuous business growth is apparent and thus reinforce the culture of excellence which is part of the vision 2020 (Dubai Report, 2015). Therefore companies understand that importance of managing diversity of workforce to implement and achieve quality awards. These points clearly reflect significance of managing diversity in the context of Dubai and thus influenced the emergence of the same.

#### **6.17.2 Managing Diversity Discussion in the CSO/B**

Case Study B organisation was comprised of large work force consisted of twenty nationalities with two shifts working pattern during peak business season. This diversity of work force reflected varied educational background, languages, cultures and ethnicity. Despite English was official working language, but many of the employees were not native English speakers that caused communication issue occasionally as reported by the many interviewees in Case Study B. At the launch stage of Dubai Quality Award model, criterion owner teams were chosen which actually exposed this issue. Most of the respondents from Case Study B agreed that managing diversity of work force in the beginning and during excellence model implementation was a challenge for the organisation and thus considered as organisational level factor. This matter sometimes caused delays for completion of assigned tasks.

Many interviewees in Case Study B agreed that comprehensive training programs on managing diversity of workforce and team building were organised for the people involved in the Excellence program implementation. Senior management and criterion owner teams gone through the natural phase of team work from forming, norming, storming and performing. It was believed, as reported by some of the interviewees from Case Study B that such trainings improved the understanding regarding team work and helped us managing diversity during Dubai Quality Award implementation process.

Interestingly, issue related to managing diversity of workforce is not discussed in the literature as per best knowledge of the researcher. Furthermore, none of the respondent from Case Study A highlighted it as a concern faced by the case study A organisation. Therefore research findings revealed managing diversity of work force as a unique factor within Case Study B and in the context of Dubai which affect implementation of quality excellence framework at a senior management level.

#### **6.18 System Thinking for Excellence (STE)**

According to Conti (2010), systems thinking has emerged as the convergence point between sciences, as a fundamental way of interpreting nature and to master the ever increasing complexity of the products of human intelligence. He further mentioned that after the first successful attempts to set the basis for the new total quality management (TQM) view – with the Malcolm Baldrige and EFQM Models – we had, for example, the process management, process reengineering (BPR), self-assessment and benchmarking periods. We also had some strange returns to the standard-based view of quality. In the recent years the scene was dominated by “Six Sigma” approaches, that focus on reducing variation (a clearly important but partial aspect of managing for quality), putting however more emphasis, quite often, on cost reduction than on customer satisfaction (a clear sign that ways are continuously sought to regain executive attention). Truly, the technical were the most tangible and easily

understandable aspects of the new TQM models. However, the most critical aspects were those related to the organisation, and the way of managing it. Unfortunately they were the most difficult to grasp, both because the way they were presented was still rough, unfinished; and because quality practitioners and organisational management seldom have the necessary organisation / management skills. Probably the most significant example of unfinished transformation is that related to process management. Conti (2010) emphasised that to optimize a performance, all the processes, as well as functions, project groups, committees, etc. that directly or indirectly impact on such performance, should be involved and senior management and quality professionals should see through the application of quality programs and frameworks.

According to Julie (2009) system thinking is a cohesive approach to management that views all key processes as part of the overall system rather taking them in isolation or as segment. System thinking is based on the idea that all key processes of the organisation are inter-related. Julie (2009) further revealed that Baldrige excellence criteria also requires that leaders embrace system thinking through visualization of its application from begin to end and promote its focus throughout the organisation at all levels for long-term progress. This indicates that excellence model application requires leadership focus on system thinking view of the excellence model. Besterfield (2011), Evan and Lindsay (2005) and Harry (2012) emphasised that the change can be managed more effectively if various interconnected and interacting elements of the system are identified. They further highlighted, in case Implementation of excellence model is taken as a project, then project managers need to use system thinking approaches. Derek, Laura and Claire (2007) highlighted that Systems thinking is not necessarily a matter of drawing an entirely new skill-set out of the intellectual ether; rather, it is a unique perspective that transforms the approach taken to evaluate any program, policy, or initiative. They indicated, the application of systems thinking concepts to evaluation theory and practice explicates two separate, important ideas: evaluation systems and evaluation of systems. The idea of systems as entities to be evaluated is nothing new in the evaluation field, nor is the idea of designing and implementing an evaluation system. Many concepts found in the systems thinking

literature have already been presented in the evaluation literature, for example, paying attention to multiple perspectives of different stakeholders and evaluating a system from multiple levels of scale.

Besterfield (2011) and Conti (2006) revealed that the full meaning of quality and quality management concepts can be only understood within the framework of systems thinking. The link between quality thinking and systems thinking is to be found in relations. The concept of quality is intrinsically linked to the concept of relations and to the value exchanges that take place in such relations. Therefore, while implementing quality excellence frameworks, management should be able to visualise it from begin to end to understand implementation issues and how to make it success. Conti (2006) mentioned that value creation is the area where quality thinking can give the most significant contribution to systems thinking. From the systems perspective, organisations are purposeful systems that choose and pursue their purpose. Organisations' basic purpose should be to create value to satisfy the expectations of its target customers/stakeholders and guarantee its own sustainable development. The quality mission in the systems perspective could then be: caring for the organisation's fitness for purpose; specifically, caring for fitness in generating and delivering the expected values. According to Conti (2006 and 2010), we already noticed that quality is not a subject itself; it is an attribute of an object, a person, an organised ensemble of persons. Likewise, managing for quality is not an independent activity, it is part of management, with specific missions at different levels and thus responsibility for quality belongs to the relevant operative managers. That means management should first of all look and understand quality excellence framework as a system, its subsystems, its internal relations.

### **6.18.1 How has the context of Dubai influenced the emergence of "System Thinking for Excellence"**

Dubai Government has been in the forefront for promoting culture of excellence through launching and application of quality excellence frameworks such as Dubai Quality Award since two decades. Quality award has been emphasised by the government of Dubai in view of intense business competition locally and globally and thus to ensure continuous business growth and to enhance Dubai's image as a hub of excellence practices (Dubai Report, 2015 and DQA, 2013). To involve all level of companies and industrial sectors in excellence practices, three categories of the Dubai Quality Award were introduced and being run. Therefore many companies apply for the quality award every year, from which some are winners and more are non-winners. Assessment feedback reports have highlighted that many non-winner applicant companies were not able to see the DQA as process and so could not visualise it from begin to end. Moreover in the context of Dubai, economic growth, competition, diversity of expat population and government backing for DQA compel the organisations to see through the process and implementation of DQA from begin to end (DQA, 2013). Anil (1994) in his research of 'Frameworks for integration of system thinking with the quality management practices' highlighted as a process which assist individuals in working together to enhance learning and leverage their understanding for visualising steps and comprehend quality practices through use of system thinking. He mentioned process of 'learn' for basic learning enhancement model and integrated it with the PDSA (Plan, DO, Study, Analyze) quality improvement model. Above discussion indicates importance for having system thinking view of quality excellence framework in the context of Dubai.

### **6.18.2 System Thinking for Excellence Discussion in the CSO/A**

Many respondents in Case Study A revealed that some senior management team members lacked to understand system thinking perspective of quality excellence framework as they

were not able to fully comprehend and value the Dubai Quality Award excellence model and process of implementation from start to end. As highlighted by Julie (2009), Case study A respondents confirmed it as system thinking and mentioned that infact senior management members were not able to comprehend cohesive approach of quality excellence framework and did not initially understand it as a system and its components. This phenomenon continued despite awareness sessions and periodic meetings. The research findings noted that some respondents in Case Study A were not familiar with the meaning of system thinking and that the researcher had to introduce and explain this to them. One interviewees from case study A indicated that system thinking view of the excellence model was lacking due to lack of knowledge, So they were unable to visualise the complexity and work load of the excellence model criteria implementation. This had impacted the implementation of Dubai Quality Award criteria as stated by some interviewees in Case Study A:

- a- Some senior team members were unable to anticipate and grasp potential benefits of the Dubai Quality Award Excellence model on the business and corresponding revenues.
- b- Some senior team members were unable to establish sound and integrated approaches required by the criteria, hence were not able to deploy the criteria and relevant approaches systematically
- c- Some senior team members were unable to motivate their departmental staff due to lack of clarity

Respondents in Case Study A were not knowing and not able to comment whether this issue was due to family owned business or phenomenon of manufacturing sector. However, many interviewees from Case Study A agreed that they were only able to figure out the excellence model and system thinking in a better way after couple of meetings such as management review and training related to excellence model application.

Interestingly, issue related to senior management understanding regarding system thinking view of the excellence model is not discussed in the literature as per best knowledge of the researcher. Furthermore, none of the respondent from Case Study B highlighted it as a concern faced by the case study B organisation. Therefore research findings revealed system thinking view of excellence model as a unique factor within Case Study A and in the context of Dubai which affect implementation of quality excellence framework at a senior management level.

Table 6.1 mentions categorisation and inter-linkages of factors identified in literature and identified in the researched firms and context.

<b>Inter linkage and Categorisation of Factors Identified through Literature and Identified in the Researched Firms and Context</b>				
<b>Factors Identified Through Literature Review</b>	<b>Categorisation / Priority (Importance)</b>	<b>Factors Identified in the CSO / A</b>	<b>Factors Identified in the CSO / B</b>	<b>Remarks</b>
Building in Quality	Organisational / 1	Building in Quality	Building in Quality	Identified through Literature and in both Case Study Organisations
Strategy and Priorities	Organisational / 2	Strategy and Priorities	Strategy and Priorities	Identified through Literature and in both Case Study Organisations
Excellence Framework Integration	Organisational / 3	Excellence Framework Integration	Excellence Framework Integration	Identified through Literature and in both Case Study Organisations
Business Issues	Organisational / 4	Business Issues	Business Issues	Identified through Literature and in both Case Study Organisations



Management and Change	Organisational / 5	Management and Change		Identified through literature and CSO/A; but not observed in the CSO/B
Overlapping of Responsibilities	Organisational / 6	Overlapping of Responsibilities		Identified through literature and CSO/A; but not observed in the CSO/B
Coordination	Organisational / 7	Coordination		Identified through literature and CSO/A; but not observed in the CSO/B
Commitment and Participation	Individual / 9	Commitment and Participation	Commitment and Participation	Identified through Literature and in both Case Study Organisations
Perceived Benefits of Excellence	Individual / 10	Perceived Benefits of Excellence	Perceived Benefits of Excellence	Identified through Literature and in both Case Study Organisations
Training	Individual / 11	Training	Training	Identified through Literature and in both Case Study Organisations
Leadership Style	Individual / 12	Leadership Style	Leadership Style	Identified through Literature and in both Case Study Organisations
Management Effectiveness	Individual / 13	Management Effectiveness		Identified through literature and CSO/A; but not observed in the CSO/B
Over-enthusiasm	Individual / 14	Over-enthusiasm	Over-	Identified

			enthusiasm	through Literature and in both Case Study Organisations
Focus and Quick Fixes	Individual / 15	Focus and Quick Fixes	Focus and Quick Fixes	Identified through Literature and in both Case Study Organisations
		System Thinking for Excellence (Individual / 16)	Managing Diversity (Organisational / 8)	Unique Factors observed in CSO/A and CSO/B - Not found in the Literature. Not observed in literature in the context of Dubai.

**Table-6.1: Inter-linkages and categorisation of factors identified in literature and identified in the researched firms and context**

## 6.19 Critique of the Research Methodology

This section presents critical review of the research methodology (philosophy, approach, strategy, data collection and data analysis) adopted for this research study.

Based on thorough and critical review of the relevant literature, suitable research methodology was selected and phenomenological approach was adopted which has been justified in section 4.2.3, highlighting suitability for this research study. Then section 4.3.3 and 4.3.5 respectively provide justification for choosing qualitative approach and inductive logic reflecting qualitative nature of the research. From the literature review and in view of the nature of this study, it was realised that the case study was a appropriate strategy for

conducting this research as would facilitate the researcher to find the answers to the selected research questions as mentioned in section 1.4.2.

The research questions for this study were:

- 1- What are the organisation's factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai?
- 2- How do these factors affect the quality excellence framework implementation at a senior management level in Dubai?
- 3- Why do these factors affect implementation of quality excellence framework at a senior management level in the context of Dubai?
- 4- What are the implications for senior management in the implementation of Dubai Quality Award and proposed theoretical framework?

To address the above research questions, case study research strategy was applied since it allowed the researcher to explore the phenomenon in natural setting and real-life context and hence, gain an in-depth understanding of factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai. Moreover, Yin (2011) suggested that a case study is extremely helpful in answering 'what', 'why' and 'how' questions. Multiple cases study were adopted for this research and justification for multiple cases study was discussed in the section 4.4.3. Two case study organisations were examined to ensure and enhance external validity, hence to offer more realistic evidence. Case study selection criteria and its rationale, case study comparison criteria and justification for choice of case study organisations were presented in the sections 4.4.4 and 4.4.5 respectively.

Open ended semi-structured face-to-face interviews were carried out as the main data collection method complemented by other sources of evidence including documentation, archival records and direct observation, where appropriate and were explained in section 4.6 with justification for choice of data collection method in section 4.6.6. The selection of open ended semi-structured interviews as a main data collection helped the researcher to refine the questions and to explore interviewees subjective meaning involving opinion, feelings and experiences, hence to understand the phenomenon investigated.

All of the interviews were conducted in the case study organisations premises and in the interviewees offices as they preferred due to accessibility of evidences, documents and records. During the interviews, the researcher took notes and noted response of all respondents, however none of the interview was tape-recorded due to refusal of all the interviewees, a situation probably because of cultural sensitivity as highlighted by many authors such as Ibrahim (2006) and Sharif (2005). Responses from all interviews were transcribed and the transcriptions were returned to the interviewees for review and confirmation. This method supported to improve the reliability of the research.

Keeping in view the phenomenon investigated, the interviewees were chosen from top management, middle management and business excellence team. As the focus of the research was on senior management, most of the interviewees were selected from senior management level, i.e. top management, however involvement of interviewees from middle management was to ensure validity of information and corroboration of data. All the interviewees were selected based on their direct involvement in the Dubai Quality Award implementation and relevant organisation's knowledge, so they were considered key informant as suggested by Yin (2009, p-107) that "*key informants are often critical to the success of case study*".

A pilot study was carried out to authenticate and refine the interview questions in order to avoid use of excellence model jargons, to evade repetition of questions, to ensure the questions were understood by the interviewees, to estimate the interview duration for the real case study appointments, to confirm that the questions were comprehensive enough to address research question and achieve aim of the research. After these crucial steps completed, the researcher was convinced to advance and carry out the actual interviews.

All the interview questions were developed in the English language because majority of the interviewees were expat and had good command on English language. Two interviewees were from Arabic origin, however educated from Western countries and were fluent English speakers. All the interviews were conducted in the English language as the interviewees felt comfortable to respond.

The researcher adopted explanation-building as the appropriate data analysis method (refer to section 4.7), since this allowed him to construct explanation about the phenomenon investigated. This further helped the researcher to investigate, analyse and understand data collected for the factors identified during literature review and examined in the case study organisations. Furthermore, analysis through explanation-building provided a good opportunity to the researcher to thoroughly understand the various factors and concerns raised by the respondents and look into these in the light of the literature review.

Furthermore, multi-sources of data collection helped the researcher to verify, validate and corroborate evidences for data triangulation, thus to gain credible, realistic and comprehensive information. Moreover, issues of credibility, transferability, dependability and confirmability were addressed. Finally, based on the outcome of this empirical study, the researcher proposed a theoretical framework along with implications for senior management in order to facilitate them while implementing the Dubai Quality Award

criteria requirements, which consequently allowed the researcher to meet the aim and objectives of the research study.

## **6.20 Chapter Summary**

This chapter presents the discussion on the research findings from the two case study organisations in the light of the literature review presented in Chapter Two. Detailed discussion on each identified factor highlighted various concerns, issues and ideas which affect implementation of quality excellence framework at senior management level, and which might, therefore be witnessed in other similar organisations (manufacturing and service organisations in Dubai). The research methodology was briefly reviewed to confirm its applicability for this research study which provided confidence to the researcher for achieving stated aim and objectives. Lastly, few limitations were mentioned.

The next and final chapter will draw the thesis to a close, by reflecting how this study has met prescribed aim and objectives, highlighting the contribution made by the study, and presenting recommendations for future research efforts on this subject and in this field.

## **CHAPTER SEVEN**

### **CONCLUSIONS AND RECOMMENDATIONS**

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#### **7.0 Chapter Introduction**

This is the final chapter of the thesis and highlights the conclusions. It revisits the aim, objectives of this research, and the research questions. The proposed model, contributions to knowledge, implications and recommendations for further research are also included.

#### **7.1 Conclusions**

This section of the chapter reflects the way in which the problem statement has been addressed, research aim and objectives of the study have been achieved, and research questions have been addressed.

##### **7.1.1 Problem Statement and how it was addressed**

Adoption and application of business excellence frameworks are increasing within organisations globally in order to enhance their customer satisfaction and remain ahead of competition. So, organisations continue focus on overall factors such as continual improvement rather specifically focusing on any hierarchy level and related issues. Therefore, in this connection, most of research studies have been conducted to reflect overall organisational factors and that also in developed countries while very less available in Arab region and in particular within UAE and in Dubai. Therefore making it difficult to

understand in-depth for factors affecting at senior management level distinctively for excellence framework implementation. Dubai Quality Award Secretariat (2008 and 2014) has highlighted that so far no comprehensive research has been carried out in Dubai to explore the factors associated with the success and failure of excellence model implementation at a senior management level. Therefore lack of empirical research on the investigation of factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai makes it appropriate to carry out this research where consequently gap in literature for shortage of information will be fulfilled and thus both academics and practitioners would benefit.

Keeping in view the problem statement and in order to address it, research aim (refer 1.4.1) was conceptualized, research questions (refer to 1.4.2) were formulated, research objectives (refer to 1.4.3) were set forth and qualitative case study research was conducted. The study has disclosed that this is a first research of its kind in the Dubai context thus ensures originality of the research, contributes to the body of knowledge through bridging gaps in the literature, revealing factors affecting at senior management level, group them at organisational and individual levels and proposed theoretical framework in order to enhance in-depth understanding of the senior management about quality excellence framework. Following sections further explain details of addressing the problem

### **7.1.2 Achieving the Research Aim of the Study**

The aim of this research was "*to investigate factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai*". This aim has been attained by addressing the research questions and achieving the research objectives as discussed below.



### 7.1.3 Addressing the Research Questions

The first question was "*what are the factors affecting the implementation of quality excellence framework at a senior management level in the context of Dubai?*" To address this question, comprehensive literature review was conducted and fourteen factors were identified from the literature. These factors were then investigated within the two selected case study organisations. The results of such empirical investigations not only highlighted various issues related to those factors but also revealed two unique factors within the case study organisations. Based on the literature review, identified factors were grouped and ranked in view of their importance and then confirmed through selected case study organisations.

The second question posed was "*how do these factors affect the implementation of quality excellence framework at a senior management level in Dubai?*" Again, the factors emerged from the literature were investigated within the chosen case study organisations, and many causes appeared including two additional factors that seemed to be unique in the context of Dubai. Moreover how the organisational and individual level factors affect implementation of quality excellence framework were also indicated. These factors need attention particularly at the senior management level in order to ensure the successful implementation of quality excellence framework.

The third question posed was "*Why do these factors affect the implementation of quality excellence framework at a senior management level in the context of Dubai?*" The results of this study highlighted why the identified factors including organisational and individual level were evident and affected the implementation of quality excellence framework at the senior management level within the selected case study organisations. The empirical analysis demonstrated various reasons in this connection and in the context of Dubai.

The fourth question posed was "*what are the implications for senior management in the implementation of Dubai Quality Award and the proposed theoretical framework?*" To answer this question and based on the empirical analysis, a theoretical framework was proposed as part of the contribution to knowledge (see 7.2.4, Figure-7.1). Furthermore, implications and suggestions were provided to senior management not only in connection with the findings of this study but also to facilitate the implementation of the proposed theoretical model.

#### **7.1.4 Achieving the Research Objectives of the Study**

The first objective was "*to critically review the relevant literature highlighting organisation's factors affecting the implementation of quality excellence framework at a senior management level, in order to identify these factors and understand them in the context of Dubai*". This objective was accomplished by carrying out a detailed review of the relevant literature, developing an understanding of TQM Philosophy, related quality excellence frameworks and their implementation and factors affecting implementation at senior management level including organisational and individual levels. This understanding has been established from three key sources which include the scholar's and author's theories and experiences on the topic, Various Quality Excellence Frameworks (such as EFQM, MBNQA, Deming, DQA) and the related empirical researches and studies. The literature review also covered TQM Philosophy and related quality excellence framework subjects within the manufacturing and service sectors with special attention on the factors affecting implementation of quality excellence framework at a senior management level (the main focus of this research). Most of the literature related to quality excellence frameworks referred to or originated from the Western countries, and only a small amount of researches are available from the developing economies from which just a few have been performed within the Arab region including Dubai (the research's context). Based on the comprehensive and critical literature review, a list of vital factors was generated with grouping at organisational and individual levels and importance ranking. Therefore, as an

outcome of this objective, fourteen factors affecting the implementation of quality excellence framework at a senior management level were identified and justified including categorisation of seven factors at organisational level and seven factors at individual level.

The second objective was *"to identify factors through field work, those that are affecting the implementation of quality excellence framework at a senior management level in Dubai"*. This objective was achieved by conducting two case studies from organisations based in Dubai, one of which was from the manufacturing sector and the other from the service sector. Appropriate selection criteria was used to select these organisations for case study purposes. Interviews were conducted to gain an in-depth understanding of the factors affecting the implementation of quality excellence framework at senior management levels of these selected organisations in the context of Dubai. Interviews were also used to confirm categorisation of factors at organisational and individual levels and their importance ranking. Importantly, meeting this objective was highly dependent upon the achievement of the first objective. Based on the field work and as an outcome of this objective, a list of factors was generated with grouping at organisational level and individual level. These factors were identified in each of the selected case study organisations including two unique factors, i.e. one from each case study organisation. Managing diversity as a unique factor was highlighted at organisational level whereas system thinking for excellence revealed as a unique factor at individual level.

The third objective was *"To conduct an empirical study in the context of Dubai based organisations in order to understand the factors affecting the implementation of quality excellence framework at a senior management level"*. This objective was achieved through a discussion between factors identified in the literature and those identified within the organisations selected for case study, in order to establish common and unique factors. Therefore, findings from the selected case study organisations were compared with the literature so as to verify whether what had been predicted was similar or different. It should be highlighted that attaining this objective was very much dependent upon the achievement

of the second objective. As an outcome of this objective, the discussion chapter (chapter six) compared and elaborated each factor, their inter-linkages and categorisation identified in literature and identified in the researched firms and context. Moreover it revealed two unique factors, i.e. managing diversity and system thinking for excellence which were identified in the selected case study organisations, but were not predicted in the literature. Managing diversity was highlighted as organisational level factor whereas system thinking for excellence was highlighted as individual level factor.

The fourth objective was "*to develop a theoretical framework and make recommendations to senior management for the implementation of Dubai Quality Award*". This objective was achieved by proposing a theoretical framework, implementation steps and suggesting appropriate implications to the senior management. Furthermore, implementation suggestions were mentioned as operational recommendations for senior management based on implications and research findings. It should be mentioned that attaining this objective was highly dependent upon the achievement of the third objective.

Finally, by achieving the research objectives, the main aim of this study mentioned above was successfully achieved and problem mentioned in the problem statement was addressed.

## **7.2 Contribution to Knowledge**

This research has made significant contributions to the body of knowledge on the implementation of Quality Excellence Framework in the context of Dubai by attempting to add to existing theories and knowledge about the factors affecting the implementation of quality excellence framework at a senior management level. The major contributions of this study are presented as follows:

### **7.2.1 Contribution to Knowledge in Theoretical Terms**

Keeping in view the aim and objectives of this research, following contributions to knowledge were made in theoretical terms and by addressing theoretical gaps relevant to the inquiry. These theoretical contributions are prioritised and thus presented below accordingly in sequence.

1- This study has identified a list of factors which affect the implementation of quality excellence framework at a senior management level in the context of Dubai. There is a scarcity of literature on the factors related to the implementation of quality excellence framework. Even the studies that do exist contain information on factors that are related solely to TQM philosophy and are investigated on an overall organisational level. The literature research carried out within the specific context i.e. the quality excellence framework implementation in Dubai is non-existent. Thawani (2013) highlighted that there is a shortage of credible research data in the field of quality and excellence in the Arab region and in the UAE. Identified factors thus contributed specifically for quality excellence framework in the Dubai context and in particular two new factors posed additional contribution to the TQM research from Dubai context view point.

2- This study makes a contribution to the literature by identifying two unique factors within the case study organisations, and hence in the context of Dubai. As far as the researcher has information, these two unique factors i.e. system thinking for excellence and managing diversity were not predicted in the literature from the implementation of quality excellence framework perspective. Thus, another contribution of this study is towards the enhancement of the literature by empirically recognising two unique factors related to the implementation of quality excellence framework.

3- Another contribution this research makes in the TQM and quality excellence framework literature is segregation and grouping of identified factors affecting at senior management level into organisational level and individual level based on their importance ranking. The prioritisation of factors based on importance ranking indicated priority for action in practice by the senior management. Supporting this, Moosa (2010) and Zairi (2006) mentioned that TQM and related studies reflect factors at overall organisational level only. There is no segregation or grouping at organisational and individual level factors affecting at senior management level. Therefore it was difficult for senior management to prioritise factors and action them in practice. This structured research will add grouping of organisational level and individual level factors affecting at senior management level in the TQM and quality excellence framework literature, hence will enhance senior management understanding regarding importance of factors and their implications within respective organisation. Moreover this research has prioritised factors both for organisational and individual level based on importance, hence guided senior management what to action in practice as priority.

4- This research has been carried out by employing a case study strategy. This has provided an in-depth understanding about the factors affecting the implementation of quality excellence framework at a senior management level in the context of Dubai. Moreover this research was able to group factors at organisational and individual levels based on importance. As far as the researcher is aware, this is the first study in Dubai to apply this approach from a senior management perspective for factors affecting them and grouping of factors at organisational and individual levels in view of importance ranking and thus provides a greater appreciation of quality excellence frameworks in organisations and for the respective senior managements.

5- This research makes a contribution to the literature on the implementation of quality excellence framework covering an in-depth study of the specific factors impacting at a senior management level. Such research that takes into account the senior management's perspective concentrated on the context of Dubai has never been conducted before. Soltani

and Lai (2007) recommended more empirical research on TQM frameworks so as to congregate important information for continuous improvement by customizing the quality excellence framework criteria to the organisational context specific requirements. Rodney, William, Adil and Paul (2013) suggested that more bespoke research should be undertaken to explore business excellence implementation and critical success factors. Thus, another contribution of this study is in the area related to the empirically-sound implementation of Quality Excellence Framework at a senior management level and also within Dubai context.

6- This study makes contributions to the TQM Philosophy and related body of knowledge for quality excellence frameworks by proposing a theoretical framework which will benefit the senior management in improving the implementation of quality excellence framework. This research further adds values through proposed theoretical framework highlighting organisational and individual level factors affecting senior management level. As far as the researcher is aware, there is no such theoretical framework available at present to facilitate the implementation of quality excellence framework at a senior management level by addressing the identified factors in the context of Dubai. The theoretical framework has thus narrowed the gap in the literature (See 7.2.4).

7- Bayazit and Karpak (2007) highlighted that critical success factors (CSFs) for the implementation of TQM frameworks have not been studied comprehensively throughout the globe and only a few studies reported in the literature addressed the implementation of quality excellence framework. Also, these studies have not specifically investigated factors at the senior management level. Therefore, in view of the aim and objectives which catered to investigating the factors affecting the implementation of quality excellence framework at a senior management level within the context of Dubai, this study adds to the TQM frameworks body of knowledge and has narrowed the gap in the literature.

8- This research makes contribution to the literature on the implementation of quality excellence framework at a senior management level in the context of a developing country. Jaber (2010) highlighted that most of the studies in relation to factors affecting the implementation of TQM and quality excellence frameworks have been conducted in developed economies. Supporting this statement, Najeh and Kara-Zaitri (2007) mentioned through their comparative studies that significant researches on the subject of business excellence have been done in the Western countries but very limited of the same is carried out in Middle Eastern Countries. This study will provide benefits to academics and practitioners in the developing economies where there is a shortage of information related to the quality excellence framework. The structured approach adopted in this study and the results gained from it will suggest a new vital mass of knowledge on the quality excellence frameworks within different cultural contexts and organisational set-ups.

Table 7.1 below reflects main contributions to knowledge in theoretical terms.



Sr. no.	Main Contribution to Knowledge in Theoretical Terms	Theory it Contributes to	Theoretical Contribution Relevance
1	First research of its kind in the context of Dubai focusing on senior management level.	<p>- Enhancement of TQM theory contextually as this is first context based research in Dubai focusing on senior management for quality excellence framework implementation.</p> <p>- As reflected in literature review, various researchers such as Zairi (2006), Marri (2007), Seraphim (2008) and Thawani (2013) have revealed there is scarcity of research focusing on senior management level for quality excellence framework in the context of Dubai, hence identified contextual study in Dubai for quality excellence framework as a knowledge gap. Thus main theoretical contribution is enhancement of TQM and quality excellence framework theory contextually as this is first context based research in Dubai focusing on senior management for quality excellence framework implementation. Moreover, it is an extension of research carried out by Zairi (2006), Marri (2007), Seraphim (2008) and Thawani (2013) for bridging the knowledge gap.</p>	Contribution to the literature on the implementation of quality excellence framework.
2	Identified a list of factors affecting implementation of excellence at a senior management level in the context of Dubai.	<p>- Contribution to quality literature and extension of theory by explicit enlisting of factors affecting implementation of excellence at a senior management level in the context of Dubai.</p> <p>- During literature review, the present researcher realised that many researchers including Besterfield (2011), Moosa (2010) and Mann (2010) had studied the TQM and excellence factors in organisational context which are more on a holistic level rather than specific hierarchy level, and therefore</p>	Contributed specifically for quality excellence framework in the Dubai context.

		<p>made it difficult to understand in-depth for factors affecting at the senior management level distinctively and related issues and concerns. Moreover, Moosa (2010) proposed further research on organising factors for quality excellence framework. This highlighted potential of theoretical contribution. Therefore this research contributes to quality literature regarding critical factors of TQM and Excellence framework implementation at senior management level through explicit enlisting of factors affecting implementation of excellence at a senior management level in the context of Dubai. In addition, it is contributes as an extension of research proposed by Moosa (2010).</p>	
3	Two unique/new factors as new knowledge in the context of Dubai.	<p>- Extension of theory for Managing Diversity and Systems thinking view in the context of quality excellence framework.</p> <p>- Many researchers through literature have mentioned different factors related to TQM implementation such as Zairi (2001) identified 22 critical quality factors, Moosa (2010) highlighted 5 factors, Wali (2003) mentioned 16 factors of TQM success and Beer (2003) revealed 6 barriers of TQM, however managing workforce diversity and system thinking for excellence were not highlighted. In view of Dubai context where most of the population is expatriate and so managing diversity and system thinking for excellence become important. These issues have shown up important theoretical contribution potential. Thus through empirical research, two new factors as new knowledge were recognized which posed additional contribution to the</p>	<p>- Two new factors posed additional contribution to the TQM research from Dubai context view point.</p> <p>- The enhancement of the literature by empirically recognising two unique factors related to the implementation of quality excellence framework.</p>

		TQM and quality excellence framework research and theory in the context of Dubai.	
4	Grouping of identified factors at organisational and individual level with prioritization based on importance.	<p>- Extension of theory and to quality literature for grouping of factors at organisational and individual level. Therefore addition in quality excellence framework theory revealing and segregating organisational and individual level factors.</p> <p>- In literature, though different factors were identified (refer to 2 and 3 above), however their grouping at organisational and individual levels with prioritization based on importance were not appeared and not mentioned by researchers, hence triggered another theoretical contribution possibility. Therefore this research contributed as extension of TQM and quality excellence framework theory adding grouping of organisational level and individual level factors affecting at senior management level. The present research also extended the research carried out by Zairi (2001) for critical quality factors, by Wali (2003) for factors of TQM success and Beer (2003) barriers of TQM.</p>	TQM and quality excellence framework literature - to add grouping of organisational level and individual level factors affecting at senior management level.
5	Proposed theoretical framework with implementation suggestions.	<p>- Extension of theory with respect to proposing theoretical framework for factors affecting at senior management level.</p> <p>- While various researchers talked about different TQM factors, there is no theoretical framework proposed which can be applied to understand the factors affecting at senior management level. Keeping in view, research question was set regarding proposing theoretical framework. This research has proposed theoretical framework with</p>	TQM Philosophy and related body of knowledge for quality excellence frameworks.

		implementation suggestions and hence contributed as extension of TQM Philosophy and related theory for quality excellence frameworks with respect to proposing theoretical framework to understand the factors affecting at senior management level.	
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**Table-7.1: Summary of Main Contribution to Knowledge in Theoretical Terms  
(Produced for this thesis)**

### **7.2.2 Contribution to Knowledge in Practical Terms**

Highlighted factors through this study have attempted to provide a detailed understanding to the senior management of Dubai based organisations which have either implemented or planning for the implementation of Dubai Quality Award model criteria. To facilitate the implementation efforts, this study also states why and how these impact the implementation process.

Other Emirates (states) of the United Arab Emirates (UAE) have adopted similar excellence models like the Dubai Quality Award which is based on the EFQM Excellence model. Therefore, findings of this study will benefit senior management of the organisations in other Emirates of the UAE in order to gain an in-depth understanding of the factors identified which would in turn guide them in their efforts for implementing the relevant quality excellence framework. According to Thawani (2013), implementing business excellence framework will yield benefits only if concepts and related factors are well understood at a senior management level and implemented effectively.

As far as the researcher is aware, some Middle Eastern countries have also adopted excellence models based on the EFQM excellence model. Keeping in view the resemblance between EFQM and DQA models, understanding of established factors will enhance

knowledge and awareness of the senior management regarding their impact on implementation for organisations in respective countries which have applied quality award for organisational excellence based on the EFQM excellence model. Kim (2009) suggested that there is a need for more in-depth observations and context based interpretations for quality excellence models in different set-ups.

This study has attempted to reveal common and unique factors affecting implementation of the Dubai Quality Award excellence model in the case study organisations in Dubai by providing deep understanding of why and how they affect in this way.

Based on the proposed theoretical framework, this study has highlighted and recommended the practical steps to assist senior management in implementation of the proposed theoretical framework (See 7.2.4.1). This has further narrowed the gap in the literature by proposing the implementation steps of the proposed theoretical framework.

### **7.2.3 Contributions of specific aspects of the Case Study Organisations**

The research has identified some unique aspects and factors that affect the implementation of Dubai Quality Award within the case study organisations. These are stated below:

➤ With respect to the motive behind the intention to implement Dubai Quality Award, the interviewees from both case study organisations agreed that winning the award reinforced their culture of continuous improvement and created a competitive advantage. Therefore, the push from continuous improvement and competition compelled the organisations to adopt the quality award model.

➤ Another reason to apply for Dubai Quality Award was the fact that the award is

conferred by the ruler of Dubai which is considered very prestigious and bestows the award winner with large amounts of free publicity, advertisement and image enhancement. All respondents from both the case study organisations confirmed that such publicity and prestige was one of the reasons which kept the senior management motivated during the implementation period of the Dubai Quality Award. Though this motive has been highlighted by both the case study organisations, interestingly, it has not been reflected in the literature to the best of the researcher's knowledge and can be regarded as unique. Therefore, backing of the government and rulers towards the quality excellence framework will reinforce the quality culture not only within organisations but also in the society at large.

➤ Two unique factors have been identified in the case study organisations which were not predicted in the literature. First is "the system thinking for excellence " which was revealed by Case Study A, and second is "managing diversity " which was revealed by Case Study B. Many interviewees from each of the case study organisations pointed out a relevant factor as an issue within their respective organisations which was felt and dealt during the Dubai Quality Award implementation. Therefore, the senior management needs to keep an eye on these as the organisation advances towards the next level of Dubai Quality Award.

➤ There were fourteen factors that emerged from the literature and this empirical study revealed two other factors in the context of Dubai. Altogether, there are now sixteen factors that may affect the implementation of quality excellence framework at the senior management level. Therefore, it would be useful if all sixteen factors are considered by the senior management to confirm whether they act as enablers or barriers in the implementation of the quality excellence framework criteria.

➤ All fourteen factors identified in the literature appeared in Case Study A however in Case Study B, ten factors were observed from those emerged through the literature review. Most of the interviewees from Case Study B highlighted of having clear organisational

structure and job roles, established change management methodology, and effective and well-coordinated senior management team when embarked on the Dubai Quality Award journey. Hence, it appeared that the maturity of the organisation on quality management related concerns impacted on the quality excellence framework implementation. This provides a prospect to the senior management to analyse and gauge the maturity of their organisation in the quality arena.

➤ Case Study A was a manufacturing organisation while Case Study B was a service organisation. Most of the interviewees from both the case study organisations pointed out that being a manufacturing or service organisation was not an issue for quality excellence framework implementation. They highlighted that individual organisation needs, its specific culture, structure and stake holders were crucial while considering and assessing the factors affecting the implementation of quality excellence framework. This is thus an opportunity for organisations to review and analyse identified factors in view of their own business environments.

#### **7.2.4 Proposed Theoretical Framework and Suggested Implementation Steps**

There are various globally accepted quality standards such as ISO 9001 (ISO 9001:2015) and quality excellence frameworks such as EFQM (EFQM, 2013 and DQA, 2013) currently being used for the implementation of quality systems. In the context of Dubai, many organisations are applying above mentioned quality standards and frameworks and thus another framework or maturity model may not be appropriate to launch (DQA Secretariat , 2013). Keeping in view, another maturity model may not be appropriate. However, it would be worthwhile to gauge presence of identified factors in the organisation when applying for quality excellence framework. At present each organisation applying for DQA should first submit self-assessment results to DQA secretariat, however focus of this self-assessment is limited to presenting strengths, areas for improvements and indicative scores rather identifying factors affecting at senior management (DQA, 2010 and 2013).

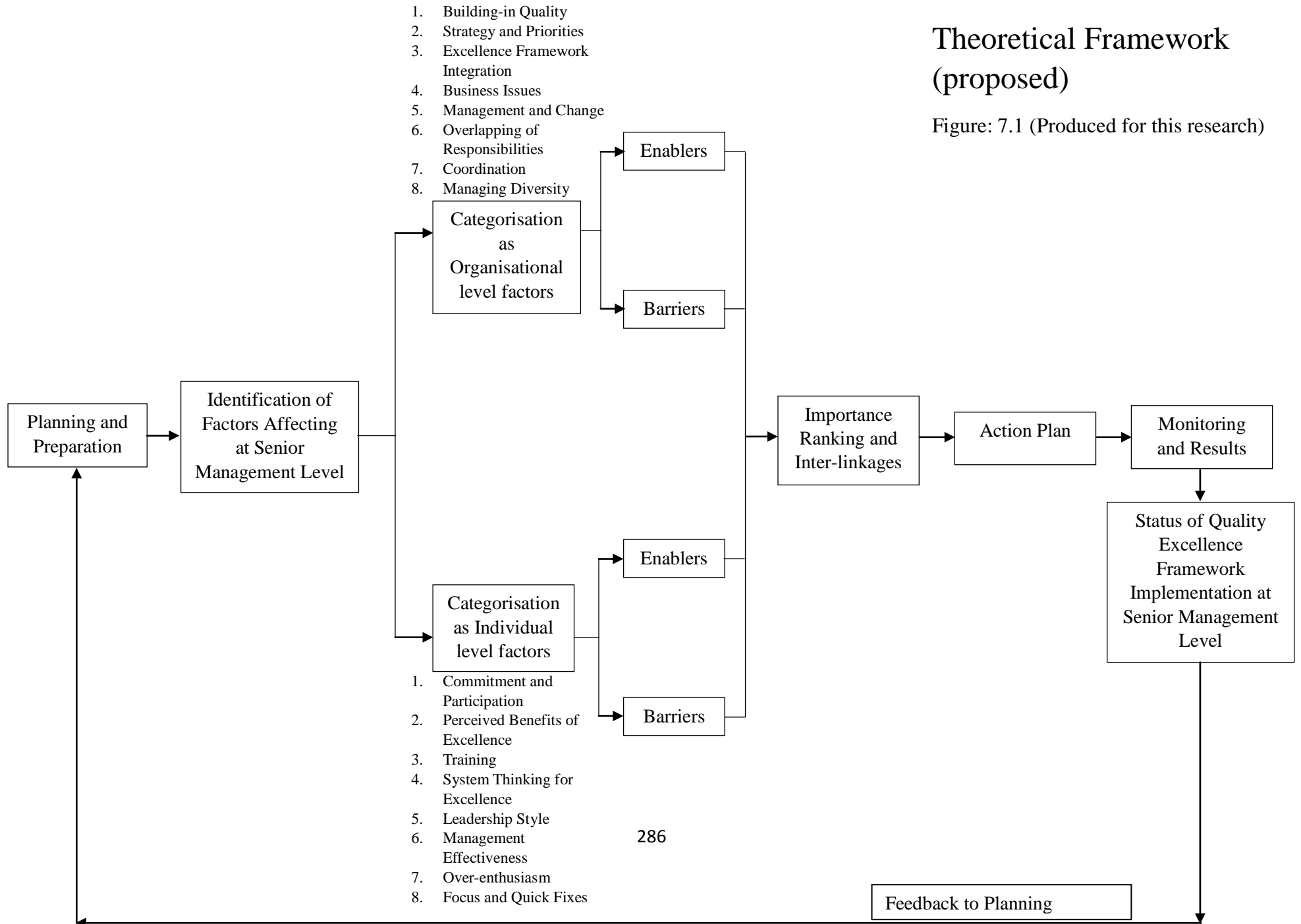
This empirical study has confirmed fourteen factors from the literature and revealed two new factors in the context of Dubai. The results of this research through case study strategy have authenticated that these factors affect the implementation of Dubai Quality Award which is a quality excellence framework within Dubai. Keeping in view the research findings, relevant discussion and as a part of the contribution to this research, a theoretical framework is proposed as mentioned in figure 7.1. It is recommended to use this proposed theoretical framework in order to reveal such factors which act as enabler and / or barrier for implementation of quality excellence framework and to ensure effective implementation of quality excellence framework as such. The suggested theoretical framework highlights that the identified factors have an effect on the senior management which ultimately affects on the implementation of Dubai Quality Award. It is recommended that the application of the proposed theoretical framework should be considered at the beginning when the organisation adopts the relevant quality excellence framework and / or conducts self-assessment for excellence.

Through this theoretical model, the empirical research highlighted that the senior management needs to consider these factors and focus on them during the implementation of the quality excellence framework in order to improve the effectiveness of implementation. The proposed theoretical framework has been sketched in the figure 7.1.



# Theoretical Framework (proposed)

Figure: 7.1 (Produced for this research)



#### **7.2.4.1 Suggested Implementation Steps for Proposed Theoretical Framework**

Keeping in view the proposed theoretical framework, the study recommended the following implementation steps which the senior management should consider to judge the presence of factors in the relevant organisation from the list of identified factors through this research. This will also allow the senior management to segregate and categorise factors as organisational level and individual level and to infer which ones are enablers and how many are the barriers for the implementation of the quality excellence framework in their respective organisations. Based on the proposed theoretical framework, the suggested implementation steps are explained below:

##### ***i- Planning and Preparation***

For the effective start of proposed theoretical framework in the organisation, senior management should start with Proper planning and preparation. Planning will include which method should be suitable for identification of factors, e.g. self-assessment using questionnaire, surveys, interviews, focus groups, Performa or award simulation. Once method is decided, then required preparation should be done mentioning;

- who will conduct the self-assessment or involve in the identification of factors;
- Do we have required skill set to conduct such self-assessment;
- What will be sub-steps to be executed;
- When it will be done;
- What should be expected outcome or results,
- What kind of report and / or presentation would be beneficial;
- Then, formal plan should be laid out for execution.

### ***ii- Identification of Factor Affecting at Senior Management Level***

Plan should be then executed after above mentioned preparation for identification of factors affecting implementation of excellence at senior management level. At this stage, exhaustive list of factors affecting at senior management should be prepared which are present in the organisation. It is recommended to match identified factors with the sixteen factors identified through this study in order to gain advantage from this study.

### ***iii- Categorisation as Organisational and Individual Level Factors***

After identification of factors, it is recommended to categorised them into organisational level factors and individual level factors. It is recommended to match the categorised factors with the factors identified at organisational and individual level through this research in order to take advantage of learning of this research findings.

### ***iv- Segregation of Organisational and Individual level factors as Enablers and Barriers***

Once categorisation of factors is done as organisational level and individual level, it should be checked that which factors from both categories are acting as enablers and barriers. These should be then segregated as enablers and barriers. Enablers are those factors which are already being taken care of by the senior management of the organisation and so have no adverse impact on the implementation of applicable quality excellence framework. Whereas barriers are those factors which are either not known or yet to consider by the senior management of the organisation and thus have adverse affect and hinder implementation of quality excellence framework.

#### ***v- Determine Importance Ranking and Inter-Linkages***

After segregation of factors as enablers and barriers, their importance ranking and inter-linkages should be determined to understand the impact level on the senior management and applicable quality excellence framework implementation. This is critical to know in order to develop action plan both for enablers and barriers.

#### ***vi- Action Plan***

Enablers need to be strengthened further and barriers should be converted as strengths. Keeping in view, action plan need to be devised by the senior management to ensure effective implementation of quality excellence framework. It is suggested that such an action plan should cater to the followings:

- i- What will be done (Action Description)
- ii- How it will be done (Systematic Approach)
- iii- Who will do it (Responsibility)
- iv- When will it be done (Time Frame)

#### ***vii- Monitoring and Results***

On executing the action plan as mentioned above, it is critical to formally monitor the performance of action plan and anticipated outcome and results. Therefore regular periodic monitoring and review of expected results will be required. Senior management team and / or a designated committee should be formed to conduct such monitoring and results reviews.

This step is important to ensure affective implementation of quality excellence framework and to confirm that barriers either organisational level or individual level affecting at senior management have been converted as enablers. Minutes of such reviews would be advantageous.

#### ***viii- Status of Quality Excellence Framework implementation at Senior Management Level and Feedback***

Finally, formal report should be prepared on status of the quality excellence framework implementation covering above steps and addressing of factors affecting implementation of excellence at senior management level. It is suggested to use this proposed theoretical framework in the organisation on regular basis, therefore information and results obtained then to be fed back to the planning and preparation stage for continuous improvement.

### **7.3 Implications for Senior Management**

Both case study organisations conducted a self-assessment at the beginning of the Dubai Quality Award journey, however a formal exercise was not considered and carried out to indicate the factors affecting at the senior management level. Therefore, during the DQA implementation process, many issues were raised which either deviated the DQA project from the project plan or extended the time to reach the appropriate decision. One of the major reasons mentioned was the lack of proper understanding of the Dubai Quality Award model and perceived benefits of it by the senior management. Though the concern was addressed with the help of training, the organisations however took quite some time to realise it.

The concern of senior management commitment and participation was raised by both the case study organisations. This problem was felt when the decision was taken to apply for the Dubai Quality Award as many of the senior team members were primarily focused towards achieving their performance objectives which were linked with their annual salary increases. In the literature, the senior management's role for establishing the TQM and excellence culture has been overwhelmingly emphasised. This research highlighted that involving senior management team members from planning until the final stage of the implementation of quality excellence framework will impact positively on their commitment. Furthermore, making senior management responsible and accountable for certain tasks and excellence model criterion parts will boost their participation. The top person's role to lead the senior management on quality excellence framework was revealed as crucial by both case study organisations hence a regular progress review meeting needs to be convened by the top person of a particular organisation's hierarchy.

The ISO 9001 quality management system was considered to be sufficient in fulfilling the implementation requirements of the Dubai Quality Award and to integrate these in the daily operational practices by both case study organisations. While the ISO 9001 quality management system is a good consideration to begin the quality journey, it alone does not address the requirements of the quality excellence framework. Thus relying only on this system will delay the achievement of quality award and hinder the operational integration needed for quality excellence. In fact, most of the members of senior management were not entirely familiar with integrating the quality excellence framework criteria into day to day practices.

The lack of a structured training program on the requirements and implementation process of quality excellence framework was observed by both case study organisations. Therefore, formal training programs and / or workshops for senior management on quality excellence framework and its implementation will positively impact on the organisation's efforts in achieving excellence. These sessions need to focus on both strategic and operational

perspectives of the quality excellence framework in order to enhance senior management's commitment, participation, knowledge and leadership role.

Quality perspectives need to be built into the strategic planning process and corresponding strategic plans. This phenomenon was lacking in either of the case study organisations despite having an annual strategic planning and budgeting process. Not considering and incorporating quality parameters in the strategic plans can hinder the achievement of desired objectives and targets.

A change management mechanism with clear responsibilities is needed to improve the clarity of senior management about the change and its impact in order to progress towards the implementation of quality excellence framework. Not applying a systematic change management methodology will act as a barrier to the successful implementation of quality excellence framework. However, organisational culture towards changes and continuous improvement, application of structured change management methodology, accountability level of senior management in change management, and regular trainings will act as enablers for the quality initiatives and excellence programs.

Interviewees from both case study organisations believed that the over-enthusiastic behaviour of the senior management to achieve more in the shortest possible time during the implementation of the Dubai Quality Award was detrimental to the implementation efforts and caused de-motivation at times. Most of the respondents felt it true for many organisations in Dubai. The reasons that appeared for this were a strong focus on business growth, stringent targets, achievement of personal objectives and lack of effective implementation of the quality award criteria.

The leadership styles of senior management varied during the implementation of Dubai Quality Award within the two case study organisations. Most of the respondents responded it in the context of Dubai and mentioned that push for continuous growth, intense competition and managing diversity of expatriate workforce influenced the leadership style. Therefore different nationalities of senior management members, varied cultural and educational backgrounds, religious beliefs, organisational culture, peak business seasons, stretched performance objectives and different levels of understanding regarding the benefits of the excellence model. Some of the time, the leadership style exercised was very top down and authoritative and was occasionally laid back. Such variations in leadership styles often caused miscommunication among the different departments and criterion owner teams which consequently delayed the completion of assigned tasks of the quality award criteria.

Understanding of the system thinking view of the excellence model has a direct link with the knowledge and awareness of the senior management regarding the relevant quality excellence framework. In the context of Dubai, intense competition and relevant stretched performance targets did not allow the senior team members to focus on system thinking for excellence. Many interviewees from case study A confirmed that the system thinking view of the excellence model was lacking due to insufficient knowledge of the individual member of senior team about the model and process management which made it difficult to visualise the complexity and work load of the implementation of excellence model criteria. Moreover due to intense competition, corresponding pressure of workload and achievement of performance objectives, time management did not allow to put serious attention on system thinking for excellence. According to interviewees, many of the senior management team members did not understand quality excellence framework as a system, its sub-components, linkages and internal relations. Therefore implementation of the framework was slow and improper in the beginning and caused delays. Many interviewees from case study A reflected system thinking for excellence as an individual level factor which require enhanced understanding of individual member on it.



Many organisations in the Middle Eastern region employ a workforce of varied nationalities. The diverse nationalities in the organisational workforce means varied educational backgrounds, languages, cultures and ethnicity. This phenomenon is true in the context of Dubai as well having 89% of expatriate workforce (Dubai Report, 2015). Case study B faced the issue of managing diversity of workforce in the beginning and during the implementation of Dubai Quality Award. Moreover, despite English being the official working language, many of the employees were not native speakers of English which led to issues in communication and teamwork as reported by many interviewees in Case Study B. Therefore, organisations need to be aware of the diversity of workforce employed and sensibly manage the diversity related issues during the implementation of quality excellence framework. Many interviewees from case study B reflected managing diversity as an organisational level factor which require enhanced understanding at organisational level.

Investigation of the factors affecting implementation of quality excellence framework at a senior management level will help organisations to focus on specific areas of improvements for successful implementation. The list of factors identified in this study can be used by the senior management of organisations to improve the implementation of quality excellence framework.

### **7.3.1 Operational Recommendations for Senior Management based on the above implications and research findings**

This section provides operational recommendations for senior management emerging from the research findings. It also indicates implementation steps for some of the recommendations.

- It is recommended that the senior management should conduct a proper self-assessment

exercise at the start of the quality excellence framework project to identify which factors affect the implementation of quality excellence framework at their level either as enablers or as barriers. Following implementation steps are suggested:

- i- Self-assessment exercise should start with preparing a questionnaire regarding and based on quality excellence framework.
  - ii- These questions are then discussed with the selected respondents from senior management to obtain their opinion.
  - iii- Report should be prepared after the interview highlighting strengths and areas for improvement to understand enablers and barriers.
  - iv- Actions need to devise for critical areas for improvement.
- It is vital to initiate the implementation of quality excellence framework soon after the decision is taken as delays in the initiation of implementation will have a negative impact on senior management's motivation and pro-activeness on assigned responsibilities for the implementation of quality excellence framework.
- In case the organisation decides to implement the quality excellence framework and apply for the quality award, it then needs to set it as a strategic objective and link it to the performance objectives of the senior management.
- It is recommended that organisations build in the quality excellence framework aspects in their annual strategic planning process in order to reap the actual benefits of the quality excellence framework such as competitive advantage from quality products and services, maintaining employee motivation and achieving customer satisfaction. Furthermore, systematic strategy deployment sessions and structured strategy reviews should be undertaken by the senior management to ensure strategic alignment and unity of purpose. Following implementation steps are suggested:
- i- Develop annual strategic planning process

- ii- Set strategic and operational objectives with appropriate targets
  - iii- Identify quality parameters for set objectives
  - iv- Conduct systematic strategic deployment sessions
  - v- Develop and / or refine existing procedures to incorporate quality parameters.
  - vi- Monitor performance for quality parameters and establish trend
  - vii- Carry out structured strategy reviews to check affective implementation of quality excellence framework.
- It is recommended to establish, implement and sustain a structured change management mechanism with clear responsibilities of the senior management. Furthermore, the introduction of a recognition system for rewarding business critical changes will promote the change management program and motivate employees. Following implementation steps are suggested:
- i- Establish change management methodology including recognition system for rewarding business critical changes.
  - ii- Consider quality implementation framework as change management program.
  - iii- Prepare project plan to initiate and implement the program.
  - iv- Execute change management program and monitor performance.
  - v- Recognise employees implemented quality excellence framework effectively as change management program.
- The senior management needs to create a balance between organisational targets, personal performance objectives and the successful implementation of quality excellence framework. It is recommended to establish a management review committee, a quality award committee or a quality steering committee consisting of members from the senior management team that would oversee the implementation of quality excellence framework, motivation of employees involved, leadership styles and the recognition of efforts.

- Combination of top-down and bottom-up, collective and participative leadership style of senior management is recommended for the successful implementation of quality excellence framework.
- Senior management understanding regarding system thinking for excellence and managing diversity need to be considered by the organisations in order to ensure effective implementation of quality excellence framework. Comprehensive training program is recommended for senior management in following areas to improve the effectiveness of senior management team, to ensure proper implementation of quality excellence framework, to foster the integration of quality excellence framework into the organisation's practices and effectual managing diversity of workforce.
  - Understanding the excellence model and its benefits. It can include definition of excellence, principles, criteria, self-assessment methods, RADAR methodology in the case of DQA / EFQM, scoring mechanism, assessment techniques, and growth and improvement through excellence.
  - How to integrate quality excellence framework into daily management and operational practices. Various tools such as tools and techniques such as cross functional meetings, periodic operational process reviews, internal reviews by the senior management, third party assessments, stakeholders' perception measurements and trend analyses vis-a-vis the targets set.
  - Effective Leadership and management styles
  - System Thinking View of Excellence Model
  - Managing Diversity of Workforce and team building

#### **7.4 Suggestions for Future Research**

This study has pointed out many areas which could be explored by further research and hence provides a starting point rather than an end. Certainly, more research is needed in the

context of implementation of the Quality excellence framework. The suggestions are as follows:

- As this study focused only on two organisations, i.e. one manufacturing and second service, it is recommended that future research should engage a larger number of such organisations in order to gain knowledge whether generalisation of the findings is possible beyond their settings.
- As this research concentrated on senior management level only, and middle and junior management levels are not covered, therefore future study is recommended for these two management levels so as to gain in-depth understanding about the factors affecting implementation of quality excellence framework at the middle and junior management levels.
- As this study focused on two Dubai based organisations, it is recommended that the methodology be applied at other organisations in remaining states of the UAE and within different countries having similar culture (i.e. other Arab countries) in order to carry out a comparative analysis and assist the development of a deeper understanding of the subject in the Arab countries.
- Among two organisations selected for this research, one was family owned business and other was partners owned business. This study is not carried out in view of the identification of factors specifically in family owned business or partners owned business. Future research may be considered to investigate factors affecting implementation of quality excellence framework specifically at family owned business and / or partners owned business in order to gain in-depth understanding why and how these factor occur in these segments of the organisations.
- As this study is qualitative in nature and proposed a theoretical framework along with implementation steps. It is recommended to conduct quantitative study on the proposed

theoretical framework in order to test it and suggest further refinements.

- The list of factors recognised by this research could be used by researchers interested in investigating and comparing these factors affecting implementation of quality excellence framework at a senior management level in other sectors.

#### **7.4.1 Cogent Propositions in view of new Knowledge**

As this study has revealed two new factors as new knowledge in the context of Dubai, i.e. 'Managing Diversity' and 'System Thinking for excellence', so based on collected data following cogent propositions are suggested to test them in the future research.

- Managing diversity emerged as a new factor from this research with respect to quality excellence framework. This topic has been discussed at length in the literature by various researchers including Beham and Straub (2012), Kumar (2012, and Vincent (2012). In view of this new knowledge, based on collected data, following suggestions are proposed;

i- by testing the understanding of managing diversity in a greater number of organisations that have won quality awards in Dubai.

ii- to test in greater number of organisations whether managing diversity for excellence is an organisational level factor and how it affects implementation of quality excellence framework.

- System thinking as a new factor emerged from this research in view of quality excellence framework. Though this subject has been discussed by various researchers such as Conti (2010) and Julie (2009), however there is a scarcity of literature on system thinking view of quality excellence framework with respect to considering it as a system, its sub-systems and internal relations. So based on collected data, following cogent propositions are proposed for further research on system thinking for excellence;

i- by testing the understanding of system thinking for excellence in a greater number of organisations that have won quality awards in Dubai.

ii- by testing further how Dubai context influences system thinking for excellence either as enabler or barrier for quality excellence framework implementation.

iii- to test in greater number of organisations whether system thinking for excellence is an individual level factor and how it affects implementation of quality excellence framework.

#### **7.4.2 Limitations of the Research as suggestions for Future Research**

In addition of above recommendations for future research, the researcher realised that there are some limitations allied with this research, which require attention for any future research efforts. Undeniably, these limitations may have an impact on the accurate conclusion that can be drawn. The researcher, however has made every attempt to overcome these limitations, which are indicated below:

- The first concern is connected with archival records as used one of the additional source of data collection. The researcher had an opportunity to view certain archival records as offered, however at some occasions few interviewees from both case study organisations refused to share records of confidential and sensitive nature. The researcher was not having any intention to seek confidential records though these were offered by some interviewees themselves in the beginning. Arguably, going through all the archival records to be considered better.
- The second relates to direct observation as adopted one of the data collection method in

addition to interviews as main method. The researcher attended couple of meetings in both the case study organisations to have direct observation for few factors being investigated such as senior management leadership style, senior management coordination. It can be debated by some that not attending all the meetings during data collection period may portray limited picture of such factors.

- The third is the fact that the results of this research may not generalise to all other industries as only two case study organisations were used for data collection. However, this study was the first to investigate the factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai, therefore there was nothing to compare it with.
- The fourth relates to the fact that the data was collected from only two case study organisations, i.e. one from manufacturing and second from service, and hence generalisations to the government and semi-government are not possible.
- The fifth is connected with the context of the research, which is Dubai, as a part of the United Arab Emirates has unique political structure, governmental set up and a culture which is different and diversified in many aspects from that in other countries of the world, so the results cannot be generalised to organisations in different political and cultural contexts.
- The sixth limitation was the inability to tape record the responses of interviewees due to cultural constraints, which may have directed to important information being missed and caused less concentration during the interviews. To cover this limitation, the researcher strived to note down as much information as possible during the interview, and then immediately after each interview, transcribed all information while it was fresh to recall.
- The seventh limitation relates to proposed theoretical framework, as this is yet to be tested in practical terms and for ease of implementation. As this study was first of its kind in



the context of Dubai and the research focus was to investigate factors affecting implementation of quality excellence framework at a senior management level, therefore testing the proposed theoretical framework was beyond the scope of this study. The researcher, however mentioned the practical steps (See Chapter 7) as part of the recommendations in order to facilitate testing of this theoretical framework for future research.

## **7.5 Chapter Summary**

This chapter concluded the research by reflecting how the study has addressed the research questions, met prescribed aim and objectives. It also highlighted the contributions made by the study including proposed theoretical framework and suggested implementation steps. Finally this chapter presented implications for senior management and provided recommendations for future research efforts on this subject and in this field.

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## **APPENDICES**

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## **Appendix-1: Informed Consent Form**

### **Subject: Participation Consent for PhD Research Work**

I, undersigned, hereby give my informed consent to contribute to this PhD Research and confirm that:

1. I understand that this is an academic research and being conducted to answer the research question to fulfil requirements of PhD study.
2. I recognise that the aim of this study is to investigate, identify and understand the factors affecting implementation of Dubai Quality Award (DQA) model at a strategic management level by Dubai Quality Award winner organisations in Dubai.
3. I am aware that interview will be conducted for approximately an hour and a half, on one-to-one basis in a discussion form and not in front of others using Dubai Quality Award implementation related topics. I have seen and read the relevant information sheet of this research project and the list of interview topics. Therefore I am pleased to share opinion, experience and learning lessons of DQA implementation process. I understand that the researcher would be taking notes to address research question i.e. factors affecting implementation.
4. I realise that my organisation has shown willingness to contribute to this research and permitted the researcher who has given undertaking for confidentiality, non-disclosure of any information, data security and protection during and after the study. Therefore, I understand that the information provided by me is fully protected and remain confidential during and after the study and is used only for the purpose it is intended for. Moreover my name and personal details are completely masked and remain confidential during and after the study.
5. I know that I have the right to withdraw my consent to contribute to this research at any time during the data collection process or even after the interview discussion.
6. As this is an academic research, therefore I understand that our discussion will contribute not only to enhance understanding regarding aim of this research i.e. factors affecting implementation of quality award but also will be beneficial for quality profession community.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Organisation: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**Appendix-2: Linkage Between Research Aim, Research Questions, Research Objectives and Interview Questions (Main Questions Only)**

<b>Research Aim</b>	<b>Research Questions</b>	<b>Research Objectives</b>	<b>Interview Questions</b>
To investigate factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai	RQ1- What are the factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai?	RO1- To critically review the relevant literature highlighting organisation's factors affecting implementation of quality excellence framework at a senior management level, in order to identify these factors for the understanding of them in the context of Dubai.  RO2- To identify factors through field work, those are affecting the implementation of quality excellence framework at a senior management level in Dubai.	1.2 / 2.3 / 2.4 / 2.5 / 3.2 / 3.3 / 3.4 / 3.5 / 3.6 / 3.7 / 3.8 / 3.9.1 / 3.10 / 3.11 / 3.12 / 3.13 / 3.14 / 3.15 / 3.16 / 3.17 / 3.18 / 3.19 / 3.20 / 3.21 / 3.22 / 3.23 / 3.24 / 4.1 / 4.2 / 5.1 / 6.1 / 6.2
	RQ2- How do these factors affect the implementation of quality excellence framework at a senior management level in Dubai?	RO3- To conduct an empirical study in the context of Dubai based organisations in order to understand the factors affecting the implementation of quality excellence framework at a senior management level.	1.4 / 3.1 / 3.2.2 / 3.4.2 / 3.8.2 / 3.9 / 3.10.1 / 3.11.2 / 3.13.1 / 3.13.4 / 3.14.3 / 3.16 / 3.17.1 / 3.18.3 and 4 / 3.19 / 3.20.1 / 3.21.2 / 3.22.1 / 3.23.1 and 4 / 3.24.1 / 4.1.1 / 4.2.3 / 5.1.1

	RQ3- Why do these factors affect the implementation of quality excellence framework at a senior management level in the context of Dubai?	RO3- To conduct an empirical study in the context of Dubai based organisations in order to understand the factors affecting the implementation of quality excellence framework at a senior management level.	1.3 / 3.3.1 / 3.4.1 / 3.5.1 / 3.7.1 / 3.8.1 / 3.9.2 / 3.10.2 / 3.11.4 / 3.13.3 / 3.14.2 / 3.15.1 / 3.16.1 / 3.17.1 / 3.18.2 / 3.19.1 / 3.20.2 / 3.21.2 / 3.22.1 / 3.23.3 / 3.24.2 / 4.1.2 / 4.2.2 / 5.1.2
	RQ4- What are the implications for senior management in the implementation of Dubai Quality Award and the proposed theoretical framework.	RO4- To develop a theoretical framework and make recommendations to senior management for the implementation of Dubai Quality Award	6.1 / 6.2

**Appendix-3: Linkage Between Factors Identified through Literature at a Senior Management level, Research Questions and Interview Questions**

<b><u>Research Aim:</u> To investigate factors affecting implementation of quality excellence framework at a senior management level in the context of Dubai</b>				
<b>SN</b>	<b>Factors Identified Through Literature Review</b>	<b>Key References</b>	<b>Research Questions No.</b>	<b>Interview Questions No. (Main Questions Only)</b>
1	Senior Management Commitment and Participation	Arasli, 2002; Baba <i>et al.</i> , 2001; Beer, 2003; Besterfield, 2011; Dahlgaard and Kanji, 1995; Dale <i>et al.</i> (2001); Davies <i>et al.</i> , 2001; Davies, 2008; Deming, 1986; Evan and Lindsay, 2005; Gallea and Ghobadian, 2004; Hanson, 2003; Hussain, 1998; Juran, 2010; Lai and Gharneh, 2005; Mann, 2010; Mary and Harrington, 2002; Moosa, 2007; Moosa, 2010; Mosadegh Rad, 2005; Porter, 1998; Sakthivel, 2007; Soltani <i>et al.</i> , 2008a; Sila and Ebrahimpouri, 2003; Soltani, Taylor and Wright, 2003; Somerville, 2006; Thiagarajan and Zairi, 2001; Wali, Deshmukh and Gupta, 2003.	RQ1 / RQ2 / RQ3	1.2.1 / 1.2.2 / 1.3 / 1.4.2 / 2.1.1 / 2.2 / 2.3 / 2.4 / 2.5 / 3.6 / 3.6.1 / 3.6.2 / 3.9 / 3.9.1 / 3.9.2 / 4.2 / 5.1 / 5.1.1 / 5.1.2
2	Senior Management Understanding about Excellence and Perceived Benefits	Beer, 2003; Besterfield, 2005 and 2011; Hendricks and Singhal, 2001; Hussain, 1998; Mann, 2010; Moosa, 2010; Mosadegh, 2005; Robin Mann, 2010; Sirvanci, 2004 and Somerville, 2006; Taylor and Wright, 2003; Weeks, 1995; Yui, 1995.	RQ1 / RQ2 / RQ3	3.2 / 3.2.1 / 3.2.2 / 4.1.1 / 4.1.2
3	Excellence Framework Integration into Organisation's Practices	Beer, 2003; Chin, 2002; Davies, 2008; Evan and Lindsay, 2005; Humbrstad, 2008; Lau and Anderson, 1997; Mary and Harrington, 2002; Mehra, 2001; Moosa, 2010; Willis and Taylor, 1999.	RQ1 / RQ2 / RQ3	3.10 / 3.11 / 3.11.1 / 3.11.2 / 3.11.3
4	Senior Management Training on Quality and Excellence	Antony <i>et al.</i> , 2002; Arasli, 2002; Curry and Kadasah, 2002; Dahlgaard and Kanji, 1995; Davies, 2008; Demirbag, 2006; Evan and Lindsay, 2005; Idrus, 1999; Kanji and Tambi, 1999; Kekale and Kekale, 1995; Mellahi and Eyuboglu, 2001; Moosa, 2010; Mosadegh Rad, 2006; Ooi, 2007; Sarvan and Anafarta, 2005; Temponi, 2006.	RQ1 / RQ2 / RQ3	3.12 / 3.12.1 / 3.12.2 / 3.12.3 / 3.12.4



5	Building in Quality in Organisation's Strategic Planning Process	Arasli, 2002; Davies, 2008; Evan and Lindsay, 2005; Hanson, 2003; Marco Nova, 2000; Mosadegh Rad, 2005; Osseo-Asare and Longbottom, 2002; Thiagarajan, 2000; Wali, Deshmukh and Gupta, 2003.	RQ1 / RQ2 / RQ3	3.13 / 3.14 / 3.14.1 / 3.14.2 / 3.14.3 / 3.14.4
6	Senior Management Focus and Quick Fix	Dahlgaard and Kanji, 1995; Mellahi and Eyuboglu, 2001; Moosa, 2010; Sakthival and Rajendran, 2005; Thawani, 2010.	RQ1 / RQ2 / RQ3	3.16 / 3.16.1 / 3.17 / 3.17.1 / 3.17.2
7	Senior Management and Change	Angell, 2009; Bhat and Rajashekhar, 2009; Dahlgaard and Kanji, 1995; Huq, 2005; Marco Nova, 2000; Mosadegh, 2005; Smith, 2005; Thiagarajan and Zairi, 2001; Weeks, 1995.	RQ1 / RQ2 / RQ3	3.18 / 3.18.1
8	Senior Management and Business Issues	Angell, 2009; Demirbag, 2006; Kwai Sang, 2002; Mani, 2003; Mann, 2010; Mellahi and Eyuboglu, 2001; Mosadegh Rad, 2005; Mosadegh Rad, 2006; Sarvan and Anafarta, 2005.	RQ1 / RQ2 / RQ3	3.15 / 3.15.1 / 3.15.2 / 3.15.3
9	Overlapping of Senior Management Responsibilities	Baidoun, 2003; Bauer, Falshaw and Oakland, 2005; Claver, 2003; Kumar and Sankaran, 2007; Mani, 2003; Mosadegh Rad, 2006; Mellahi and Eyuboglu, 2001; Samat, 2006; Soltani, 2008a.	RQ1 / RQ2 / RQ3	3.19 / 3.19.1 / 3.19.2 / 3.19.3 / 3.19.4
10	Over-enthusiasm of Senior Management	Angell, 2009; Arasli, 2002; Demirbag, 2006; Greasley, 2008; Krishnaveni and Anitha, 2006; Moosa, 2010; Mosadegh Rad, 2005; Ngware, 2006; Tsang and Antony, 2001.	RQ1 / RQ2 / RQ3	3.20 / 3.20.1
11	Unclear Strategy and Senior Management Priorities	Bauer, Falshaw and Oakland, 2005; Beer, 2003; Claver, 2003; Evan and Lindsay, 2005; Greasley, 2008; Omanchonu and Ross, 2004; Sakthivel, 2007; Siddiqui and Rehman, 2006; Thiagarajan and Zairi, 2001; Weeks, 1995.	RQ1 / RQ2 / RQ3	3.21 / 3.21.1 / 3.21.2
12	Senior Management Leadership Style	Beer, 2003; Claver, 2003; Davies, 2007; Deming, 1986; Kumar and Sankaran, 2007; Omanchonu and Ross, 2004; Ooi, 2007; Sarvan and Anafarta, 2005;	RQ1 / RQ2 / RQ3	3.22 / 3.22.1 / 3.22.2

		Thiagarajan, 2001.		
13	Effectiveness of Senior Management	Ahmad and Yusof, 2010; Arumugam, 2009; Beer, 2003; Evan and Lindsay, 2005; Moosa, 2010; Smith, 1999; Soltani <i>et al.</i> , 2003.	RQ1 / RQ2 / RQ3	3.23 / 3.23.1
14	Senior Management Coordination	Abdullah, 2008; Baidoun (2003; Beer, 2003; Deming, 1986; Demirbag, 2006; Kumar and Sankaran, 2007; Moosa, 2010; Mosadegh Rad, 2006; Mosadegh Rad, 2005; Wosik, 2009.	RQ1 / RQ2 / RQ3	3.24 / 3.24.1 / 3.24.2 / 3.24.3 / 3.24.4 / 3.25 / 3.25.1 / 3.25.2 / 4.3 / 4.3.1

## **Appendix-4: Pilot Interview Transcript**

### **I- Introduction**

- 1- Generic Back Ground of the research
- 2- The expected time for the interview
- 3- The confidentiality of information gathered
- 4- Health and safety or security issues

### **II- Demographic Information**

- 5- Case Study Organisation: -----
- 6- Person Interviewed: -----
- 7- Position: -----
- 8- Date: -----

### **1- DQA Project Initiation**

- 1.1 When the DQA Excellence Model was first considered?
- 1.2 When was the decision made to use the DQA Excellence Model?
  - 1.2.1 Who made this decision?
  - 1.2.2 Was this decision fully supported by top management?
- 1.3 Why did your organisation apply for Dubai Quality Award? What was/were the motive(s)?
- 1.4 How was top management commitment gained?

### **2- DQA Project Planning**

- 2.1 Was a project Plan for DQA Excellence Model implementation developed?

If No, why?

- 2.2 Was the pace of implementation considered during the planning? If yes, how?
- 2.3 Who developed the project plan? (Who was involved?)
- 2.4 What was the role of top management at this planning stage?
- 2.5 What actions were planned to demonstrate senior management commitment?

### **3- DQA Implementation (Execution) Process**

- 3.1 How did your organisation prepare the submission document for Dubai Quality Award?
  - 3.1.1 Were the staff involved in DQA implementation process and when?
  - 3.1.2 How were people chosen to be part of this preparation process?
- 3.2 Were the benefits of RADAR methodology communicated to all employees?
  - 3.2.1 Were the benefits of implementing DQA achieved?
  - 3.2.2 How these benefits were realized?
- 3.3 What problems / issues your organisation encountered during implementation of Excellence Model?
  - 3.3.1 In your opinion, why these were encountered?
- 3.4 Were there any specific problems / issues encountered at senior management level during implementation of Excellence Model?
  - 3.4.1 Why such problems were encountered?
  - 3.4.2 How your organisation identified them?

3.5 Did these problems / issues hinder during implementation of Dubai Quality Award Excellence Model implementation and /or winning the award?

3.5.1 If yes, in your opinion, Why?

3.6 What actions were taken by the organisation's management to deal with these problems / issues?

3.6.1 When were these actions taken?

3.6.2 Who took these actions?

3.7 What do you personally think about most critical and least critical factors / issues at top / senior management level faced during DQA implementation?

3.7.1 What do you think, why were these?

3.8 What was your role in implementation of excellence model?

3.8.1 What were positive things you observed?

3.8.2 What problems did you personally observed?

3.8.3 How did you overcome these problems?

3.9 How was the management involved during DQA Excellence Model implementation process?

3.9.1 What were the reasons which kept management committed?

3.9.2 Why these reasons kept management committed?

3.10 Did the RADAR methodology integrate into all operational processes?

3.10.1 How the model was integrated?

3.10.2 Why it was done in this way?

- 3.10.3 What happened due to this integration?
- 3.11 Was there any quality training program done for senior management for/during DQA implementation?
- 3.11.1 Was specific time (hours) allocated and covered?
- 3.11.2 If yes, was the strategic perspective of quality covered during these trainings?
- 3.11.3 If yes, was the training conducted in-house or from external sources?
- 3.11.4 In your opinion, did this training help for DQA implementation?
- 3.12 Does your organisation have formal strategic planning process? Yes or No.
- 3.13 Was the DQA model / quality built-in the organisation's strategic planning process?
- 3.13.1 If yes, how it was done?
- 3.13.2 Who was responsible for it? What was the role of senior management in it?
- 3.13.3 If not, why?
- 3.13.4 Did the strategic plan cascade to relevant people within the organisation?  
How was this done?
- 3.14 During DQA implementation process, did the management feel more pressing business issues?
- 3.14.1 Were there any un-expected issues observed during this?
- 3.14.2 Did the time to devote to DQA implementation was difficult in such circumstances?
- 3.14.3 How the balance was kept between pressing business issues and DQA implementation?
- 3.15 In your opinion, was there more focus on quick wins/fixes due to business needs during DQA implementation?
- 3.15.1 If yes, in your opinion, why?
- 3.16 In your opinion, was there more focus on the long term goals / achievements

- rather on quick wins during DQA implementation?
- 3.16.1 If yes, in your opinion, why?
  - 3.16.2 If not, in your opinion, why not?
  - 3.17 How changes were managed during DQA implementation process?
    - 3.17.1 What was the role of management in managing these changes?
  - 3.18 How deployment of approaches was ensured?
    - 3.18.1 Were these responsibilities assigned by the management?
    - 3.18.2 Were any overlapping of responsibilities felt while implementing DQA Excellence Model.
    - 3.18.3 How such overlaps were felt?
    - 3.18.4 How the issues related to overlapping tackled / overcome?
  - 3.19 Did the management team remain consistent throughout DQA implementation?
    - 3.19.1 Due to time constraint, was the management wanted to achieve maximum in shortest possible time?
  - 3.20 In your opinion, was there any issue faced during DQA implementation due to different management priorities?
    - 3.20.1 Why was that?
    - 3.20.2 How these were overcome?
  - 3.21 Does the management involvement helped in DQA excellence model implementation?
    - 3.21.1 If yes, what type of style exercised; top down, bottom up or casual?
    - 3.21.1 In your opinion, how and why this style helped in DQA implementation?
  - 3.22 Was the effectiveness and efficiency of management team helped in DQA implementation?
    - 3.22.1 Why was it? How it was felt?
  - 3.23 Did the management team function as one team in DQA implementation?

- 3.23.1 How this coordination was maintained?
- 3.23.2 Was there any issue observed with respect to management coordination?
- 3.23.3 If yes, why these issues faced?
- 3.23.4 How such issues were handled / resolved?
- 3.24 What methods are used for communicating and cascading quality and excellence initiatives in the organisation?
  - 3.24.1 How do you see these methods in relation to improving coordination for implementation of excellence model?
  - 3.24.2 Was there any regular communication to the staff / stakeholders to inform about such initiatives? (Yes / No)
    - If Yes, at what frequency? Who was responsible for this?
    - If No, Why not?

#### **4- DQA Project Monitoring and Control**

- 4.1 Did the DQA implementation plan happen?
  - 4.1.1 If yes, were the expected benefits achieved?
  - 4.1.2 If not, what actually happened?
- 4.2 How management ensured assessment and refinement of approaches and their deployment?
  - 4.2.1 Were there any specific problems observed during monitoring and controlling the process?
  - 4.2.2 Why these problems faced at this stage?
  - 4.2.3 How these problems were handled / resolved?
- 4.3 Was there regular communication to staff / stakeholders to inform about progress of the implementation?
  - 4.3.1 If yes, at what frequency? Who was responsible for this?



## **5- DQA Project Performance Review**

- 5.1 Was there any periodic performance review of the DQA model implementation project?
  - 5.1.1 If yes, who was involved in the performance review?
  - 5.1.2 What was the frequency of these reviews? Why this frequency was chosen?
  - 5.1.3 What was reviewed during the DQA project performance review?

## **6- General**

- 6.1 Has anything else that we have not discussed helped in the DQA Excellence Model implementation?
- 6.2 Has anything else that we have not discussed hindered the DQA Excellence Model implementation? How were these hindrances overcome?

Thanks for your time and contribution

## **Appendix-5: Main Interview Transcript**

### **I- Introduction**

- 1- Generic Back Ground of the research
- 2- The expected time for the interview
- 3- The confidentiality of information gathered
- 4- Health and safety or security issues

### **II- Demographic Information**

- 5- Case Study Organisation: -----
- 6- Person Interviewed: -----
- 7- Position: -----
- 8- Date: -----

#### **1- DQA Project Initiation**

- 1.1 When the DQA Excellence Model was first considered?
- 1.2 When was the decision made to use the DQA Excellence Model?
  - 1.2.1 Who made this decision?
  - 1.2.2 Was this decision fully supported by top management?
- 1.3 Why did your organisation apply for Dubai Quality Award? What was/were the motive(s)?
- 1.4 How was top management commitment gained?

#### **2- DQA Project Planning**

- 2.1 Was a project Plan for DQA Excellence Model implementation developed?  
If No, why?

- 2.2 Was the pace of implementation considered during the planning? If yes, how?
- 2.3 Who developed the project plan? (Who was involved?)
- 2.4 What was the role of top management at this planning stage?
- 2.5 What actions were planned to demonstrate senior management commitment?

### **3- DQA Implementation (Execution) Process**

- 3.1 How did your organisation prepare the submission document for Dubai Quality Award?
  - 3.1.1 Were the staff involved in DQA implementation process and when?
  - 3.1.2 How were people chosen to be part of this preparation process?
- 3.2 Were the purposes and benefits of Dubai Quality Award understood by the management and employees in your organisation?
  - 3.2.1 Were the benefits of implementing DQA achieved?
  - 3.2.2 How these benefits were realized?
- 3.3 What problems / issues your organisation encountered during implementation of Excellence Model?
  - 3.3.1 In your opinion, why these were encountered?
- 3.4 Were there any specific problems / issues encountered at senior management level during implementation of Excellence Model?
  - 3.4.1 Why such problems were encountered?
  - 3.4.2 How your organisation identified them?
- 3.5 Did these problems / issues hinder during implementation of Dubai Quality Award Excellence Model implementation and /or winning the award?
  - 3.5.1 If yes, in your opinion, Why?
- 3.6 What actions were taken by the organisation's management to deal with these problems / issues?
  - 3.6.1 When were these actions taken?

- 3.6.2 Who took these actions?
- 3.7 What do you personally think about most critical and least critical factors / issues at top / senior management level faced during DQA implementation?
  - 3.7.1 What do you think, why were these?
- 3.8 What was your role in implementation of excellence model?
  - 3.8.1 What were positive things you observed?
  - 3.8.2 What problems did you personally observed?
  - 3.8.3 How did you overcome these problems?
- 3.9 How was the management involved during DQA Excellence Model implementation process?
  - 3.9.1 What were the reasons which kept management committed?
  - 3.9.2 Why these reasons kept management committed?
- 3.10 Did the DQA excellence model integrate into the daily management practices and operations?
  - 3.10.1 How the model was integrated?
  - 3.10.2 Why it was done in this way?
  - 3.10.3 What happened due to this integration?
- 3.11 Was there any quality training program done for senior management for/during DQA implementation?
  - 3.11.1 Was specific time (hours) allocated and covered?
  - 3.11.2 If yes, was the strategic perspective of quality covered during these trainings?
  - 3.11.3 If yes, was the training conducted in-house or from external sources?
  - 3.11.4 In your opinion, did this training help for DQA implementation?
- 3.12 Does your organisation have formal strategic planning process? Yes or No.

- 3.13 Was the DQA model / quality built-in the organisation's strategic planning process?
- 3.13.1 If yes, how it was done?
- 3.13.2 Who was responsible for it? What was the role of senior management in it?
- 3.13.3 If not, why?
- 3.13.4 Did the strategic plan cascade to relevant people within the organisation?  
How was this done?
- 3.14 During DQA implementation process, did the management feel more pressing business issues?
- 3.14.1 Were there any un-expected issues observed during this?
- 3.14.2 Did the time to devote to DQA implementation was difficult in such circumstances?
- 3.14.3 How the balance was kept between pressing business issues and DQA implementation?
- 3.15 In your opinion, was there more focus on quick wins/fixes due to business needs during DQA implementation?
- 3.15.1 If yes, in your opinion, why?
- 3.16 In your opinion, was there more focus on the long term goals / achievements rather on quick wins during DQA implementation?
- 3.16.1 If yes, in your opinion, why?
- 3.16.2 If not, in your opinion, why not?
- 3.17 How changes were managed during DQA implementation process?
- 3.17.1 What was the role of management in managing these changes?
- 3.18 During DQA implementation, the responsibilities were clearly assigned individually or teams were involved with same responsibilities?
- 3.18.1 Were these responsibilities assigned by the management?

- 3.18.2 Were any overlapping of responsibilities felt while implementing DQA Excellence Model.
- 3.18.3 How such overlaps were felt?
- 3.18.4 How the issues related to overlapping tackled / overcome?
- 3.19 Did the management team remain consistent throughout DQA implementation?
  - 3.19.1 Due to time constraint, was the management wanted to achieve maximum in shortest possible time?
- 3.20 In your opinion, was there any issue faced during DQA implementation due to different management priorities?
  - 3.20.1 Why was that?
  - 3.20.2 How these were overcome?
- 3.21 Does the management involvement helped in DQA excellence model implementation?
  - 3.21.1 If yes, what type of style exercised; top down, bottom up or casual?
  - 3.21.2 In your opinion, how and why this style helped in DQA implementation?
- 3.22 Was the effectiveness and efficiency of management team helped in DQA implementation?
  - 3.22.1 Why was it? How it was felt?
- 3.23 Did the management team function as one team in DQA implementation?
  - 3.23.1 How this coordination was maintained?
  - 3.23.2 Was there any issue observed with respect to management coordination?
  - 3.23.3 If yes, why these issues faced?
  - 3.23.4 How such issues were handled / resolved?
- 3.24 What methods are used for communicating and cascading quality and excellence initiatives in the organisation?
  - 3.24.1 How do you see these methods in relation to improving coordination for implementation of excellence model?
  - 3.24.2 Was there any regular communication to the staff / stakeholders to inform about such initiatives? (Yes / No)

If Yes, at what frequency? Who was responsible for this?

If No, Why not?

#### **4- DQA Project Monitoring and Control**

- 4.1 Did the DQA implementation plan happen?
  - 4.1.1 If yes, were the expected benefits achieved?
  - 4.1.2 If not, what actually happened?
- 4.2 What was the role of management in monitoring and control of the DQA implementation?
  - 4.2.1 Were there any specific problems observed during monitoring and controlling the process?
  - 4.2.2 Why these problems faced at this stage?
  - 4.2.3 How these problems were handled / resolved?
- 4.3 Was there regular communication to staff / stakeholders to inform about progress of the implementation?
  - 4.3.1 If yes, at what frequency? Who was responsible for this?

#### **5- DQA Project Performance Review**

- 5.1 Was there any periodic performance review of the DQA model implementation project?
  - 5.1.1 If yes, who was involved in the performance review?
  - 5.1.2 What was the frequency of these reviews? Why this frequency was chosen?
  - 5.1.3 What was reviewed during the DQA project performance review?

#### **6- General**

- 6.1 Has anything else that we have not discussed helped in the DQA Excellence Model implementation?

6.2 Has anything else that we have not discussed hindered the DQA Excellence Model implementation? How were these hindrances overcome?

Thanks for your time and contribution



## **Appendix-6: Completed Interview Transcript (Sample)**

### **I- Introduction**

- 1- Generic Back Ground of the research
- 2- The expected time for the interview
- 3- The confidentiality of information gathered
- 4- Health and safety or security issues

### **II- Demographic Information**

- 5- Case Study Organisation: CSO - B
- 6- Person Interviewed: RB 3
- 7- Position: HD
- 8- Date: March 2013

#### **1- DQA Project Initiation**

- 1.1 When the DQA Excellence Model was first considered?

*In 2007*

- 1.2 When was the decision made to use the DQA Excellence Model?

*In 2007*

- 1.2.1 Who made this decision?

*GM and Business Excellence Manager.*

- 1.2.2 Was this decision fully supported by top management?

*Yes. Top management endorsed the decision of the GM.*

- 1.3 Why did your organisation apply for Dubai Quality Award? What was/were the motive(s)?

*The motive was to recognise the organisation for organisational excellence. Moreover, for image enhancement of the organisation.*

- 1.4 How was top management commitment gained?

*Based on increased competition as many other water parks opened in Dubai. That compelled the management to proceed for quality award. This kept them committed.*

## **2- DQA Project Planning**

- 2.1 Was a project Plan for DQA Excellence Model implementation developed?

If No, why?

*Internal quality review was conducted, decision was made and Detailed project plan was developed.*

- 2.2 Was the pace of implementation considered during the planning? If yes, how?

*Project plan mentioned the step by step activities with time line.*

- 2.3 Who developed the project plan? (Who was involved?)

*Consultant with the GM.*

- 2.4 What was the role of top management at this planning stage?

*Top management was involved in the planning stage. They decided to implement DQA, reviewed and approved the plan. Criteria champions were then identified.*

- 2.5 What actions were planned to demonstrate senior management commitment?

*Senior management involved throughout the DQA Process. Regular meetings were convened and everyone of the top management attended.*

## **3- DQA Implementation (Execution) Process**

- 3.1 How did your organisation prepare the submission document for Dubai Quality Award?

*Criterion champions wrote the submission document. Then one writer completed it. Finally consultant incorporated his inputs.*

3.1.1 Were the staff involved in DQA implementation process and when?

*Five (5) DQA teams were assigned as DQA champions and five (5) team members were chosen for each team.*

3.1.2 How were people chosen to be part of this preparation process?

*People were selected based on previous DQA experience and their direct involvement in it. People were selected after having Skills review e.g. Who is good In writing / good in leading, etc.*

3.2 Were the purposes and benefits of Dubai Quality Award understood by the management and employees in your organisation?

*Initially no one realized and understood the benefits. Then looked at other award winners and discussed with them. Then realized impact of the DQA on business.*

3.2.1 Were the benefits of implementing DQA achieved?

*Yes. In particular image was enhanced. Moreover, it was first among the group companies.*

3.2.2 How these benefits were realized?

*Increase in number of customers visiting water park.*

3.3 What problems / issues your organisation encountered during implementation of Excellence Model?

*Resistance to change was biggest problem. Moreover, work load, non-cooperation of some people, don't bother me, do yourself attitude and past year data collection.*

3.3.1 In your opinion, why these were encountered?

*People were so involved in routine tasks, so not wanted to accept change easily and don't wanted to disturb their routine activities.*

3.4 Were there any specific problems / issues encountered at senior management level during implementation of Excellence Model?

*Time management was issue during implementation particular in peak season.*

3.4.1 Why such problems were encountered?

*In peak season, customer traffic is increased. Further, Some people thought that this is not there responsibility and other should do it. Don't disturb me attitude / Prioritization of work*

3.4.2 How your organisation identified them?

*Increased TAT of customer service and so delay in service provision.*

3.5 Did these problems / issues hinder during implementation of Dubai Quality Award Excellence Model implementation and /or winning the award?

*Sometimes yes, but people has been worked for many years, so it was easy to cover up and understand.*

3.5.1 If yes, in your opinion, Why?

*Due to pressure of work and deadlines. Everyone was more focused on performance bonus and completing his objectives. Therefore, often focus was tilted towards them than implementation of excellence model.*

3.6 What actions were taken by the organisation's management to deal with these problems / issues?

*GM enforced criterion champions and assigned responsibility to follow project plan and schedule. Moreover, One on one meetings with the GM where he asked and discussed about the problems and instructed to resolve it.*

3.6.1 When were these actions taken?

*Throughout the implementation of the DQA Excellence Model, appropriate actions were taken. However some delays also happened.*

3.6.2 Who took these actions?

*Criterion champions on GM's instruction*

3.7 What do you personally think about most critical and least critical factors / issues at top / senior management level faced during DQA implementation?

*Most critical - Time management due to pressing business issues, understanding of the excellence model, work load due to over stretched performance objectives.*

*Least Critical - Liaising with other departments on excellence matters and writing the DQA submission document*

3.7.1 What do you think, why were these?

*Different departments were having different perception about DQA and so not understanding the benefits of excellence models.*

3.8 What was your role in implementation of excellence model?

*I was criterion owner for the criterion number 5 (Processes) and 6 Customer Results. I also wrote them completely.*

3.8.1 What were positive things you observed?

*i- Focus on reviewing our processes and ii- Accumulation of information*

3.8.2 What problems did you personally observed?

*Meeting deadlines was biggest problem I personally faced because people were not keeping promises. Secondly, lot of repetitive follow ups were done with the leadership for gathering data.*

3.8.3 How did you overcome these problems?

*We were having periodic progress review meetings, in which I was reviewing tasks with my DQA team and we were prioritizing all assigned tasks on regular basis. Progress reports were so discussed in the meetings.*

3.9 How was the management involved during DQA Excellence Model implementation process?

*i- Top management was reviewing progress of DQA implementation on regular basis.*

*ii- Every department head was assigned with certain criterion parts as criterion owner.*

3.9.1 What were the reasons which kept management committed?

*GM enforcement was very firm throughout the DQA implementation which kept everyone committed.*

3.9.2 Why these reasons kept management committed?

*Due to direct involvement of the GM as sponsor of the DQA project. Further, management realized that without team work business goals and objectives cannot be achieved.*

- 3.10 Did the DQA excellence model integrate into the daily management practices and operations?

*Yes- all processes were reviewed and missing points were integrated into the daily management practices. Criterion owner teams under advise of the GM took this task.*

- 3.10.1 How the model was integrated?

*Strong internal reviews and internal audits were done on quarterly basis to integrate practices in daily management practices and work.*

- 3.10.2 Why it was done in this way?

*Because reviews and audits were done by independent auditors, so findings were more realistic and were acceptable to the concerned departments.*

- 3.10.3 What happened due to this integration?

*Better alignment in departments and process observed. Therefore performance improvement was observed.*

- 3.11 Was there any quality training program done for senior management for/during DQA implementation?

*To start with, awareness session was conducted for senior management before initiating the process. Then regular discussions were done time to time during meetings.*

- 3.11.1 Was specific time (hours) allocated and covered?

*Initial awareness session was for 4 hours.*

- 3.11.2 If yes, was the strategic perspective of quality covered during these trainings?

*Training covered strategic objectives, benefits and criteria of the excellence model. However, comprehensive view of strategic perspective of quality was not explicitly covered.*

3.11.3 If yes, was the training conducted in-house or from external sources?

*Awareness training session was conducted in-house.*

3.11.4 In your opinion, did this training help for DQA implementation?

*Sure. Senior management became aware of the excellence model requirements and barriers, so their mindset towards excellence was improved. It was however felt that more detailed training is needed to cover larger aspects of excellence model and quality.*

3.12 Does your organisation have formal strategic planning process? Yes or No.

*Yes. Yearly strategic planning process was in place. However, quality aspects were not covered comprehensively and from strategic perspective as needed.*

3.13 Was the DQA model / quality built-in the organisation's strategic planning process?

*It is now part of the strategic planning process. Before embarking on Excellence model, it was not considered during strategic planning process.*

3.13.1 If yes, how it was done?

*Decision was taken after the awareness session of the senior management on realization to include it. GM instructed to all department heads to incorporate it in their respective departments and cascade relevant strategic plan to all staff at large through strategy deployment sessions. Moreover, sales and departmental score card were established to incorporate and monitor the strategic plans. Reports were reviewed by the senior management during quarterly reviews*

3.13.2 Who was responsible for it? What was the role of senior management in it?

*GM discussed with the senior team and then consensus was made to include the strategic planning process.*

3.13.3 If not, why?

*Actually it is not applicable. Action was taken by the senior management to make quality and excellence aspects part of the strategic planning process.*

3.13.4 Did the strategic plan cascade to relevant people within the organisation?

*How was this done?*

*Once Excellence model incorporated in the strategic planning process, then strategic plan was cascaded to all staff at large through strategy deployment sessions. Moreover, sales and departmental score card was established to incorporate it.*

- 3.14 During DQA implementation process, did the management feel more pressing business issues?

*Yes. Due to peak season, focus was on business growth and revenue generation.*

- 3.14.1 Were there any un-expected issues observed during this?

*Due to pressure of business growth, different types of moods were observed at different times.*

- 3.14.2 Did the time to devote to DQA implementation was difficult in such circumstances?

*Of course. In pressure times, focus was usually drifted from excellence model implementation to completing day to day work and achieving performance objectives which were necessary to get higher bonus and salary increments.*

- 3.14.3 How the balance was kept between pressing business issues and DQA implementation?

*Regular meetings chaired by the GM was keeping senior management focused which helped to create balance.*

- 3.15 In your opinion, was there more focus on quick wins/fixes due to business needs during DQA implementation?

*In the initial times of DQA implementation, certainly focus was more on quick wins and some quick wins were always focused.*

- 3.15.1 If yes, in your opinion, why?

*Mind set of completing day to day job instead of thinking long term.*

- 3.16 In your opinion, was there more focus on the long term goals / achievements rather on quick wins during DQA implementation?

*Senior management focus was on long term visualizing end results in the beginning. However at times business issues are of the nature which were require quick wins.*

- 3.16.1 If yes, in your opinion, why?



*Senior management ultimate goal was to achieve more profits. Moreover, DQA application was mind set changes which was not easy for some people.*

3.16.2 If not, in your opinion, why not?

*Generally senior management wanted to implement excellence model and win quality award*

3.17 How changes were managed during DQA implementation process?

*There were no major changes. But surely many minor changes were done to accommodate requirements of the excellence model.*

3.17.1 What was the role of management in managing these changes?

*Department heads were made responsible for relevant changes in their departments.*

3.18 During DQA implementation, the responsibilities were clearly assigned individually or teams were involved with same responsibilities?

*Responsibilities were clearly assigned. But sometimes there were overlaps in roles.*

3.18.1 Were these responsibilities assigned by the management?

*Yes. Senior management approved assigned responsibilities.*

3.18.2 Were any overlapping of responsibilities felt while implementing DQA Excellence Model.

*There were sometime overlapping of certain responsibilities were felt while implementing excellence model. But this was generally due to inter-connected nature of the criterion parts*

3.18.3 How such overlaps were felt?

*There were some but not much. Such overlaps was more on duplicate records keeping, Obtaining information more than once from same source by different people, etc.*

3.18.4 How the issues related to overlapping tackled / overcome?

*These were discussed in the management meeting and many overlapping issues were resolved on instruction of the GM through Human Resource department with regular discussions of all concerned.*

3.19 Did the management team remain consistent throughout DQA implementation?

*Management team was consistent during excellence model implementation process from begin to end. In my opinion, main reason for it was direct involvement of the GM and regular progress review meetings chaired by him. His personal involvement kept everyone not only motivated but also involved.*

3.19.1 Due to time constraint, was the management wanted to achieve maximum in shortest possible time?

*Sometimes yes. In particular in peak season, everyone wanted to ear more and grab this opportunity in shortest possible time*

3.20 In your opinion, was there any issue faced during DQA implementation due to different management priorities?

*It was not very obvious apparently from many senior management people, however this phenomenon sometime observed for some members due to specific objectives of everyone to achieve.*

3.20.1 Why was that?

*Due to not properly prioritizing work elements and keeping their focus on achieving performance objectives. Although everyone was aware of the role, however sometime priority level varied from people to people. This phenomenon sometimes observed for some senior team members due to frequent changes in the strategy which kept changing their focus and priorities. Therefore unclear strategy triggered the conflicting management priorities*

3.20.2 How these were overcome?

*By regular progress review management meetings and performance reports on DQA implementation.*

3.21 Does the management involvement helped in DQA excellence model implementation?

*Surely management involvement reinforced the excellence model implementation and staff were knowing that its management decision. It was evidenced at many occasions such as attendance in meetings, etc. In my opinion, top down style actually insisted the staff that management wants excellence model implementation, so there was no choice. Sometimes bottom up approach was mixed with top down. It was important to obtain employees feedback. Casual attitude of management towards excellence model implementation was not observed knowing the company will lose Quality Award*

3.21.1 If yes, what type of style exercised; top down, bottom up or casual?

*Mostly top down management style was applied. However, it was cautious efforts to remain the work environment cordial.*

3.21.1 In your opinion, how and why this style helped in DQA implementation?

*I think this style actually show the staff that management wants excellence model implementation, so there is no choice. Further, it kept everyone focused.*

3.22 Was the effectiveness and efficiency of management team helped in DQA implementation?

*Certainly yes. GM's personal involvement and making department heads certain criterion owner, improved their efficiency and effectiveness towards achieving DQA.*

3.22.1 Why was it? How it was felt?

*Every management staff was motivated to achieve it. It was observed during staff meetings and staff conversation regarding DQA criteria and its application.*

3.23 Did the management team function as one team in DQA implementation?

*Yes. Once decision was made, GM made it clear to everyone of the senior management and emphasized on team work*

3.23.1 How this coordination was maintained?

*Through regular meetings and relevant communication throughout the implementation.*

3.23.2 Was there any issue observed with respect to management coordination?

*Not as such. If there are any, was discussed in the management meeting and resolved.*

3.23.3 If yes, why these issues faced?

*Sometimes due to work pressure.*

3.23.4 How such issues were handled / resolved?

*Such issues were discussed in the management meetings and excellence updates.*

3.24 What methods are used for communicating and cascading quality and excellence initiatives in the organisation?

*There are various methods used to communicate quality and excellence initiatives such as regular meetings, communication sessions, emails, walk-in to their offices*

3.24.1 How do you see these methods in relation to improving coordination for implementation of excellence model?

*I think these were effective and passed on the message clearly.*

3.24.2 Was there any regular communication to the staff / stakeholders to inform about such initiatives? (Yes / No)

*There was weekly update sent to all staff. Moreover regular staff meetings were convened.*

If Yes, at what frequency? Who was responsible for this?

*Monthly meetings were conducted by the GM with his direct management staff. Further, department heads also convened monthly meetings with their relevant staff.*

If No, Why not?

*Not applicable.*

#### **4- DQA Project Monitoring and Control**

4.1 Did the DQA implementation plan happen?

*Excellence model implementation was adhered as agreed in the beginning. Monitoring of plan was done by the business excellence manager.*

4.1.1 If yes, were the expected benefits achieved?

*We have observed enhanced image and customer preference over other water parks.*

4.1.2 If not, what actually happened?

*Not Applicable.*

4.2 What was the role of management in monitoring and control of the DQA implementation?

*GM was reviewing the progress on daily, weekly and monthly basis. Often he directly called business excellence department and asked about the status.*

4.2.1 Were there any specific problems observed during monitoring and controlling the process?

*Generally time management was an issue during peak times.*

4.2.2 Why these problems faced at this stage?

*Because focus was always on execution of work for business growth / profits and so sometimes quality of implementation affected.*

4.2.3 How these problems were handled / resolved?

*GM review was done each criterion owner on regular basis.*

4.3 Was there regular communication to staff / stakeholders to inform about progress of the implementation?

*Yes. Regular communication was maintained through meetings and intranet / share folder*

4.3.1 If yes, at what frequency? Who was responsible for this?

*Weekly meeting with department heads and through intranet by the I.T. In such case business excellence department played good role.*

## **5- DQA Project Performance Review**

5.1 Was there any periodic performance review of the DQA model implementation project?

*GM convened weekly progress meeting with department heads. Moreover sometimes daily hurdle was done at management level.*

5.1.1 If yes, who was involved in the performance review?

*While Management Representative (MR) was catalyst for performance review, however all department heads were involved in the performance review.*

5.1.2 What was the frequency of these reviews? Why this frequency was chosen?

*Weekly. This was discussed and decided by the senior team. Lesser or higher frequency was not felt appropriate initially. Later monthly performance review were also conducted.*

5.1.3 What was reviewed during the DQA project performance review?

*Progress review was done during such periodic performance reviews. Tasks and their progress were reviewed by the attendees vis-a-vis project plan.*

## **- General**

- 6.1 Has anything else that we have not discussed helped in the DQA Excellence Model implementation?

*As we have diverse work force, so managing diversity of staff was critical and was an issue in particular during peak hours and in prioritising the excellence model criterion elements. Team work was emphasised in every meeting not only to handle diversity of work force but also to keep everyone aligned*

- 6.2 Has anything else that we have not discussed hindered the DQA Excellence Model implementation? How were these hindrances overcome?

*I think we covered all points, so nothing left in my opinion.*

Thanks for your time and contribution